



**EFFECTS OF SEXISM ORIENTATIONS AND TARGET
ATTRACTIVENESS ON PERCEIVED LEADERSHIP EFFECTIVENESS OF
WOMAN MANAGERS PORTRAYING DIFFERENT LEADERSHIP STYLES**

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ABSTRACT

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Leadership involves many expectations such as attaining new skills and implementing one's style to the necessities of the given role and leadership effectiveness is influenced by the attitudes and stereotypes of subordinates. The first goal of my thesis is to examine the effects of employees' sexism orientations on perceived leadership effectiveness for women managers with the moderating role of employee gender. In line with the propositions of the ambivalent sexism theory (Glick & Fiske, 1996, 1997), in Study 1 it is suggested that both hostile and benevolent sexism orientations would be negatively related to perceived leadership effectiveness for women managers. The relationship between sexism ratings and perceived leadership effectiveness for women managers were analyzed for different leadership styles which were paternalistic, transformational, task-oriented, relationship-oriented leadership (PL, TL, T-O, R-O). In addition, the moderating role of employee gender in the associations between individuals' sexism orientations and perceived leadership effectiveness for women managers is examined. Data were collected from 407 participants. The results revealed that the links of evaluators' hostile sexism and benevolent sexism to perceived leadership effectiveness of women managers who demonstrated PL, TL, and R-O leadership styles were significant. In Study 2, I aimed to shed the light on the relationship between the 'femme-fatale' effect and the perceived leadership effectiveness of women managers. Data were collected from 425

participants. Participants were randomly assigned to target attractiveness and target gender conditions. The results revealed that there was a positive association between benevolent and hostile sexism with leadership effectiveness and preference ratings for PL style. In addition, both benevolent and hostile sexism was positively associated with leadership effectiveness ratings and preference ratings for R-O style for female managers. Finally, the link between hostile sexism and effectiveness for managers with T-O leadership style was significant. The findings were discussed regarding theoretical and practical implications along with directions for future studies on sexism and perceived leadership effectiveness for women managers.

Keywords: Woman managers, perceived leadership effectiveness, hostile sexism, benevolent sexism, gender, leadership styles.

ÖZET

CİNSİYETÇİLİK YÖNELİMLERİNİN VE YÖNETİCİNİN FİZİKSEL ÇEKİCİLİĞİNİN FARKLI LİDERLİK STİLLERİNE SAHİP KADIN YÖNETİCİLERİN ETKİLİLİĞİNE YÖNELİK ALGILARA ETKİLERİ

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Liderlik, yeni beceriler kazanma ve verilen rolün gereklerine göre kendi tarzını uygulama gibi birçok beklentiyi içerir ve liderliğin etkililiği, astların tutum ve kalıp yargılarından etkilenir. Tezimin ilk amacı, çalışanların cinsiyetçilik yönelimlerinin, çalışan cinsiyetinin düzenleyici rolü ile kadın yöneticiler için algılanan liderlik etkililiği üzerindeki etkilerini incelemektir. Kararsız cinsiyetçilik teorisinin önermeleri doğrultusunda (Glick & Fiske 1996). Çalışma 1 hem düşmanca hem de korumacı cinsiyetçilik yönelimlerinin, kadın yöneticiler için algılanan liderlik etkililiği ile olumsuz bir şekilde ilişkili olacağı ileri sürülmektedir. Kadın yöneticiler için cinsiyetçilik derecelendirmeleri ile algılanan liderlik etkililiği arasındaki ilişki, babacan, dönüşümcü, görev odaklı, ilişki odaklı liderlik (BL, DL, G-O, İ-O) olmak üzere farklı liderlik stilleri için analiz edilmiştir. Ayrıca, çalışanların cinsiyetçilik yönelimleri ile kadın yöneticiler için algılanan liderlik etkililiği arasındaki ilişkilerde çalışan cinsiyetinin düzenleyici rolü incelenmiştir. 407 katılımcıdan veri toplanmıştır. Sonuçlar, değerlendiricilerin düşmanca cinsiyetçilik ve korumacı cinsiyetçiliği ile BL-DL ve İ-O tipi liderlik stili sergileyen kadın yöneticilerin algılanan liderlik etkililiği arasında pozitif yönde ilişki olduğunu göstermektedir. Çalışma 2, 'baştan çıkaran kadın' etkisi ile kadın yöneticilerin algılanan liderlik etkililiği arasındaki ilişkiye ışık tutmayı amaçlamıştır. 425 katılımcıdan veri toplanmıştır. Katılımcılar, fotoğraftaki yöneticinin çekiciliği (çekici-çekici değil) ve cinsiyet (kadın-erkek) koşullarına

rastgele olarak atanmıştır. Sonuçlar, korumacı ve düşmanca cinsiyetçilik ile liderlik etkililiği ve BL stili için tercih derecelendirmeleri arasında pozitif bir ilişki olduğunu göstermektedir. Ayrıca, korumacı cinsiyetçilik, liderlik etkililiği derecelendirmeleri ve İ-O tarzı tercih derecelendirmeleriyle pozitif yönde ilişkili bulunmuştur. Bununla birlikte, düşmanca cinsiyetçilik, kadın yöneticiler için İ-O stili için liderlik etkililik derecelendirmeleri ve İ-O tarzı tercih derecelendirmeleriyle de pozitif yönde ilişkilidir. Son olarak, G-O liderlik tarzına sahip yöneticiler için düşmanca cinsiyetçilik ve etkililik arasında anlamlı bir bağlantı bulunmuştur. Bulgular, teorik ve pratik çıkarımlarla birlikte cinsiyetçilik ve kadın yöneticiler için algılanan liderlik etkililiği üzerine gelecekteki çalışmalara yönelik önermelerle birlikte tartışılmıştır.

Anahtar Kelimeler: Kadın yöneticiler, algılanan liderlik etkinliği, düşmanca cinsiyetçilik, korumacı cinsiyetçilik, cinsiyet, liderlik stilleri.

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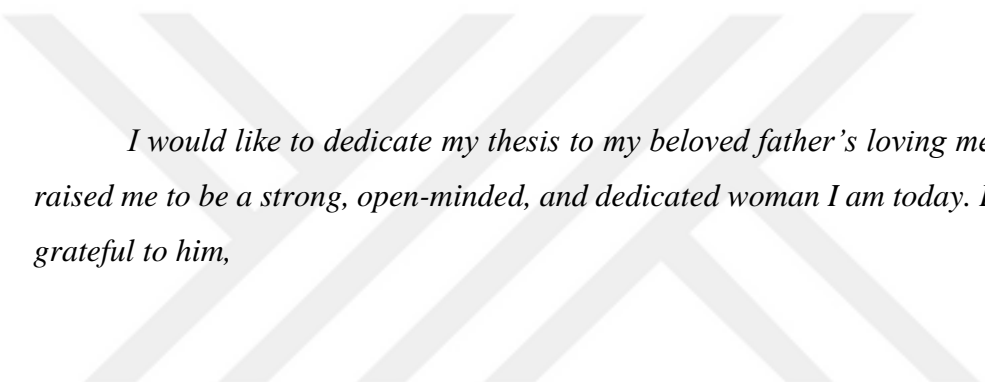
My dear friend Zeynep Işıl Demircioğlu whom I would not have met had I not enrolled in this program. I am eternally thankful for her unwavering support and encouragement she has given me throughout the past couple of years. Our friendship is a renewable source of energy for me.

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“If you want to be a true professional, you will do something outside of yourself. Something to repair tears in your community. Something to make life a little better for people less fortunate than you. That’s what I think a meaningful life is – Living not for oneself, but for one’s community.”

~ Ruth Bader Ginsburg



I would like to dedicate my thesis to my beloved father's loving memory, who raised me to be a strong, open-minded, and dedicated woman I am today. I am for life grateful to him,

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LIST OF ABBREVIATIONS

BS	: Benevolent Sexism
HS	: Hostile Sexism
MAPL	: Man Attractive Paternalistic Leader
MARO	: Man Attractive Relationship-Oriented Leader
MATL	: Man Attractive Transformational Leader
MATO	: Man Attractive Task-Oriented Leader
MUPL	: Man Unattractive Paternalistic Leader
MURO	: Man Unattractive Relationship-Oriented Leader
MUTL	: Man Unattractive Transformational Leader
MUTO	: Man Unattractive Task-Oriented Leader
PL	: Paternalistic Leadership
R-O	: Relationship-Oriented Leadership
TL	: Transformational Leadership
T-O	: Task-Oriented Leadership
WAPL	: Woman Attractive Paternalistic Leader
WARO	: Woman Attractive Relationship-Oriented Leader
WATL	: Woman Attractive Transformational Leader
WATO	: Woman Attractive Task-Oriented Leader
WUPL	: Woman Unattractive Paternalistic Leader
WURO	: Woman Unattractive Relationship-Oriented Leader
WUTL	: Woman Unattractive Transformational Leader
WUTO	: Woman Unattractive Task-Oriented Leader

CHAPTER I

INTRODUCTION

Regardless of the massive advance in the positioning of women in the past century, there are still signs indicating gender injustice in society as well as in business life (Lyness & Heilman 2006; Ryan & Haslam 2007). Negative stereotypes directed at women continue to mirror false opinions, claiming women to be less capable and dependable within the work environment compared to their male peers (Duehr & Bono 2006; Heilman 2001; Lyness & Heilman 2006). Women persevere to seek leadership positions in both public and private sectors, yet it has not been an easy journey (Kiamba 2009). “Organizations unintentionally underestimate this process when they advise women proactively seek leadership roles without also addressing policies and practices that communicate a mismatch between how women are seen and the qualities and experiences people tend to associate with leaders” (Ibarra et al. 2013: 1-2). An obscure discrepancy within the evaluations of male and female managers is found to be existing (Cohn 2000). One of the reasons regarding the dissimilarity in evaluations, despite similar behaviors, might be that men and women are evaluated differently based on predetermined sex roles (Eagly 1987; Eagly & Karau 2002). “Ambivalent sexism theory” (Glick & Fiske 1997) attempts to explain the status quo based on sex, by claiming that sexist attitudes are the results of two supportive forms of sexism; hostile and benevolent.

Benevolent sexism involves stereotyping males and females with contrary strengths and weaknesses (Glick & Fiske 1996; Jost & Kay 2005). Men are described as individualistic, assertive, and aggressive (Jost & Kay 2005). Men are also perceived to be highly qualified especially for high-status positions at the workplace (Glick & Fiske 2001). These societal norms also impose a suggestion for women to be obedient to men, and they also imply that women are inadequate and ineffective without men’s financial endorsement (Dardenne et al. 2007; Glick & Fiske 2001). Whereas hostile sexism involves perceptions of women as incapable, useless, and insignificant compared to men (Glick & Fiske 1997). Hostile sexism contains several philosophies.

One idea is that women need to be controlled by men because they are less clever and capable compared to men. Women are believed to be overly sensitive, easily aggravated as well as melodramatic. Hostile sexists also claim that it is men's duty to directly instruct women on how they should think and behave due to the belief that women lack the ability for making crucial decisions (Glick & Fiske 1997). Leadership is one position necessitating decision making, in line with the ambivalent sexism theory (Glick & Fiske 1996), in Study 1, I aimed to investigate the effects of evaluators' sexism levels on leadership effectiveness and preference ratings given for women managers having different leadership styles. In addition, moderating roles of evaluators' gender in the relationships between sexism orientations and leadership effectiveness and preference ratings given for women managers were examined.

The concept of the gender role, combined with the use of different leadership styles, allows women to solve their dilemmas. Jamieson (1995) states this matter as the feminine/competency bind, where acting "feminine" is correlated with incompetence, whereas acting "competent" is correlated with masculine traits which leads to the assumption that women must be "un-feminine" to be competent. (Oakley 2000; Jamieson 1995). In this retrospect, I wanted to look deeper at the substantially unexplored drawback of attractiveness for women in work contexts. More specifically, in Study 2 I focused on the "femme-fatale effect" which is defined as individuals' distrust towards attractive women due to the sexual threat that they pose for both men and women. In a related study, Shepherd (2019) explored whether attractiveness estimates lower perceptions in truthfulness aspect more for women rather than men when delivering news of an organizational change. Shepherd's study supports the idea that an attractive female senior executive is perceived to be less truthful compared to a non-attractive female senior executive in her account for firing procedures. Consistently, in Study 2, I further explored whether the "femme-fatale" effect causes attractive women leaders in organizational contexts to get lower levels of leadership emergence and endorsement scores by their followers than their relatively non-attractive women peers. In addition, the question of whether the "femme-fatale effect" is valid or not for male leaders is also examined in Study 2 for exploratory purposes.

In summary, in the present research, I intended to reveal the obscurities related to gender injustice and effects of evaluators' sexism tendencies on perceived leadership effectiveness of and preferences for women managers adopting different leadership styles which were paternalistic leadership, transformational leadership,

task-oriented leadership, relationship-oriented leadership. Also, I examined the moderating roles of evaluators' gender in the proposed relationships (Study 1). Furthermore, I aimed to shed a light on the relationships of the 'femme-fatale' effect with leadership emergence and endorsement for women managers showing different leadership styles (Study 2).

1.1 STUDY 1: EFFECTS OF SEXISM ON PERCEIVED LEADERSHIP EFFECTIVENESS OF WOMEN MANAGERS PORTRAYING DIFFERENT LEADERSHIP STYLES: MODERATING ROLES OF EVALUATORS' GENDER

Generally, prejudice against female leaders is due to perceived inconsistencies between the demands of leadership roles and characteristics of women (Eagly & Karau 2002). Prejudice against female leaders may also stem from the components of the leadership condition as well as the personality traits of the leaders' evaluators. In addition, based on an evolutionary sex-based division of labor, people tend to pursue detailed and rigid gender role expectations of others' behavior (Eagly, 1987; Eagly & Wood 2012).

The underlying belief behind sex-based division of labor, defined by Eagly and Wood (2012) relates men with provider status and women with domestic status. According to this approach, women are basically defined to be more cooperative, kindred, and fostering than men, whereas men are believed and expected to be more straightforward, dogmatic, and autonomous compared to women. The common leadership stereotype is strongly in line with men portraying agentic characteristics (Schein 2007). When evaluating female leaders, people tend to have conflicting attitudes for the characteristics of leaders and women; in contrast, individuals have compatible attitudes towards the characteristics of leaders and men. This predicament generates congruity between gender roles and leadership roles. This notion may be the cause for low ratings of leadership effectiveness for women leaders (Eagly & Karau 2002).

When analyzing leadership positions, due to apprehended gender role deviation, women are more likely to experience disapproval than men (Eagly & Karau 2002). Eagly and Karau (2002) also propose that acknowledgment of disparity might have a range depending on the characteristics of the leadership context as well as distinctive traits of leaders' evaluators. Indeed, Eagly, Karau, and Makhijani (1995)

searched for leadership role requiring behaviors in their study and disclosed that behaviors based on motivating involvement and thorough contemplation were considered to be feminine, whereas behaviors requiring the ability to manage and regulate people were rated to be masculine by nature. Later studies also showed that male leaders are generally defined as systemic, transactional, totalitarian, prescriptive, and work-oriented; whereas female leaders are perceived as altruistic, transformational, engaged, demonstrative, and people-oriented (Oakley 2000).

In the 21st century, it is without a doubt that, not only men and women are alike, but also women are equally efficient as leaders. Consistently, Kolb (1999) and Shimanoff and Jenkins (1991) demonstrated in their research that leadership styles of men and women were far more similar than different, as well as being equally constructive or effective. Yet, stereotypes portrait women as being less capable leaders than men in spite of many findings that showed there were only a few intrinsic differences among male and female managers (Dobbins & Platz 1986; Oakley 2000; Powell 1993). These stereotypes and prejudice against women leaders are maintained mainly because of sexist tendencies which are explained in detail in the following section.

1.1.1 Effects of Sexism on Perceived Leadership Effectiveness for Women Managers

A discrepancy within the evaluations of male and female managers is found to be existing (Cohn 2000). One of the reasons regarding the dissimilarity in evaluations, despite similar behaviors, might be that men and women are evaluated differently based on predetermined sex roles (Eagly 1987; Eagly & Karau 2002). Sex roles are defined as society's expectations for how women and men ought to behave; both genders are also evaluated in terms of agency and communion (Bakan 1966).

Just like people have expectations as to how men and women should behave, they also have expectations for how leaders should reflect themselves accordingly for leadership prototypes. When the leader's behavior is consistent along with the observer's perception of prototypical leadership behavior, the observer evaluates the leader as an effective leader (Lord & Maher 1993). Female leaders, however, face problems when their behavior contradicts the evaluators' expectations as to how they should behave (Eagly & Karau 2002). Role congruity theory summarizes the obvious conflict between female sex-role and the leadership role (Eagly & Karau 2002). As

mentioned above, regardless of the massive advance in the positioning of women in the past century, there are still signs indicating gender injustice (Lyness & Heilman 2006; Ryan & Haslam 2007). Negative stereotypes directed at women continue to mirror false opinions, claiming women to be less capable and dependable within the work environment compared to their male peers (Duehr & Bono 2006; Heilman 2001; Lyness & Heilman 2006). In spite of the decline in traditional sexist attitudes, women remain to encounter manipulative forms of sexism that accumulate in time (Swim et al. 1995). This build up may be one of the main causes of unfair representation of men at high positions in organizations (Martell et al. 1996).

1.1.2 Ambivalent Sexism Theory

“Ambivalent sexism theory” (Glick & Fiske 1997) attempts to explain the status quo based on sex, by claiming that sexist attitudes are the results of two supportive forms of sexism; hostile and benevolent.

Benevolent sexism involves stereotyping males and females with contrary strengths and weaknesses (Glick & Fiske 1996; Jost & Kay 2005). Men are described as individualistic, assertive, and aggressive (Jost & Kay 2005). Men are also perceived to be highly qualified especially for high status positions at workplace (Glick & Fiske 2001). On the other hand, women evaluated within more collectivist stereotypes, and they are perceived as supportive, interconnected and mindful. These characteristics are also perceived to be a suitable match of an ideal wife and mother (Good & Sanchez 2009). These societal norms also impose a suggestion for women to be obedient to men, and they also imply that women are inadequate and ineffective without men’s financial endorsement (Dardenne et al. 2007; Glick & Fiske 2001). Individuals who score high on benevolent sexism believe that women are fragile and should be sheltered and guarded by men, and they are also found to support the idea that women may not have the capacity to manage organizations (Claes 1999). At the end of the day, both men and women unintentionally support gender inequality by validating benevolent sexist ideas within complementary gender roles (Glick & Fiske 1996, 2001).

On the other hand, hostile sexism includes much more obvious negative evaluations of women than benevolent sexism. Contrary to the beliefs that women are fragile and in need of protection which is embedded in benevolent sexism, hostile sexism involves perceptions of women as incapable, useless, and insignificant

compared to men (Glick & Fiske 1997). Hostile sexism contains several philosophies. One idea is that women need to be controlled by men because they are less clever and capable compared to men. Women are believed to be overly sensitive, easily aggravated as well as melodramatic. Hostile sexists also claim that it is men's duty to directly instruct women on how they should think and behave due to the belief that women lack the ability for making crucial decisions. This superior paternalistic outlook helps the secondary status of women in society to be maintained by supporting the notion that women are obedient and passive (Glick & Fiske 1996).

Hostile sexism also supports the notion that women should be alienated from the workplace, especially from high-status positions because they are defined as too delicate and vulnerable. A hostile sexist might argue that women who are indeed incompetent and low performers are likely to claim that they are victims of discrimination for being excluded from the work environment. As for handling life and situational events, hostile sexists unsurprisingly, perceive women as incapable as well as inadequate and thus men should be the control agencies. This extreme form of belief claims that women, in general, ought to be appreciative of men and that they should passively embrace their predetermined gender roles. Women are ascribed to stay at home and take care of house chores such as cooking, cleaning, and raising children. Since hostile sexism refers to an obvious form of discrimination, it is less socially acceptable and legally compensated especially in Western societies (Cortina 2008; Dovidio 2001). As expected, women are found to be more likely to refuse these hostile attitudes than men (Eagly & Mladinic 1993).

1.1.3 The Effects of Leadership Styles on Perceived Leadership Effectiveness of Women Managers

As work organizations vastly become fast-paced and more globalized than ever, business masterminds suggested a more feminine style of leadership that highlights affiliation and cooperation would be essential for achieving success (e.g., Hitt et al. 1998; Volberda 1998). Research on sex differences in leadership styles has thus far shown a tendency towards similarity rather than difference, but the inconsistencies in findings suggest that we need to dig deeper into why findings are that incongruent (Van Engen 2001). A number of factors that may contribute to differences in perceived leadership effectiveness for women and men managers need closer empirical investigation (Van Engen 2001). Despite the fact that different

leadership styles are not related to biological sex, stereotypes regarding male versus female leadership remain constant thus, incongruent evaluations of leadership effectiveness still exist. Indeed, Kent and Moss (1994: 1343) stated that “gender role is a better predictor of leader emergence than sex”. Therefore, evaluators’ or followers’ expectations regarding gender roles are more likely to shape discrepant perceptions of leadership effectiveness for women and men managers than managers’ biological sex.

Kabacoff (1998) found that women compared to men are inclined to be rated higher on empathy, which can be defined as showing active concern for others and their needs, maintaining close, approving relationships with others, and conveying precise messages by transparently expressing thoughts and ideas. Women also are given higher ratings for people skills such as being sensitive to others, kindness, ability to understand and maintain plausible relationships with peers than men. However, women are not perceived to be more extroverted or more interactive in their leadership styles than their men counterparts. Regardless to these assumptions, women receive higher scores on leadership evaluations measuring position towards productivity and displaying outcomes whereas men receive higher scores for orientation towards critical planning and organizational perception (Kabacoff 1998). Women tend to score high on employee-centered leadership skills, and men tend to score high on management-centered leadership skills. In general, though, executives perceive men and women managers as equally productive and efficient, while peer evaluations resulted in slightly higher ratings for women compared to men (Claes 1999; Kabacoff 1998).

Although the literature mainly focused on the relationships between follower evaluations of leadership effectiveness for women and men managers, evidence regarding the differences in leadership styles of women and men also exist (e.g., Claes 1999). The effects of evaluators’ or followers’ gender role stereotypes on leadership effectiveness for women and men managers are also likely to be moderated by specific leadership styles endorsed by women and men. In the present research, four leadership styles, namely paternalistic, transformational, task-oriented, and relationship-oriented leadership styles, are investigated as the potential moderators in the above-mentioned relationships and they are explained in detail in the following sections.

1.1.3.1 Paternalistic Leadership Style

Paternalistic leadership can be defined as a leadership style with paternal kindness and moral integrity but also involves strict discipline and authority in the rule of others (Farh & Cheng 2000; Cheng et al. 2004). For cultures that adapt paternalistic leadership style, it is common for the leader to protect and support his/her subordinates and consequently expect loyalty for the organization (Aycan et al. 1999).

Farh and Cheng (2000: 94) define Paternalistic Leadership as “combined strong discipline and authority with fatherly benevolence and moral integrity”. Paternalistic leadership features include authoritarian and benevolent leadership styles (Farh & Cheng 2000). The authoritarian style involves strict regulation and control tactics used by the leader over subordinates to maintain power status (Cheng et al. 2004). On the other hand, benevolent leaders are perceived to be caring for subordinates’ personal well-being (Pellegrini & Scandura 2008).

Studies show that women managers who are authoritarian and disciplinary in the work environment were perceived to be less effective due to gender-role incongruence (Eagly et al. 1992; Rojahn & Willemsen 1994). To illustrate, Cheng and Lin’s (2012) study revealed that male leadership effectiveness was found to be greater when they adapted authoritative and dominating behavior over subordinates since such behaviors were congruent with the stereotypical gender roles attributed to men. The same research also discovered that female supervisors were expected to adopt benevolent leadership style in order to increase their perceived leadership effectiveness, because as women leaders they were expected to be caring and involved which are the qualities that match women stereotypical roles.

1.1.3.2 Transformational Leadership Style

Transformational leaders lead by example. Their style tends to be sincere and empathetic in order to engage followers. They are known to possess courage, confidence, and the willingness to make sacrifices for the greater good. The transformational leader motivates his/her subordinates and understands how to form them into integral units that work well with others (Burns 1978; Bass 1990; Bass 1999; Yukl 1999). A study done by Jogulu and Wood (2006) showed that women leaders who portray transformational leadership style were perceived to be more effective as opposed to men leaders. Eagly et al. (2003) have done a comparative study between men and women leaders’ transformational, transactional, and laissez - faire leadership

levels. The study identified that women leaders had a higher mean in ideal effect, motivation and personal support dimensions compared to men leaders.

Women in leadership roles are generally perceived as collaborative, innovative, open to change, and as those who allow their followers to participate in decision making and to contribute to the organization. Therefore, women leaders are inclined to embrace participative and transformational approaches in their leadership roles, emphasizing values and morals while avoiding autocratic uses of power. These premises reflect the undeniable impact of gender differences within the business environment (Sinclair 2005).

Carless (1998) found in his study that both men and women reported that women leaders displayed a more transformational style which involved interpersonal exchange such as collective decision-making, charm, reflection, and supportive behaviors. The author also found that, overall, women leaders were perceived as cooperative and involved, whereas, their male peers were perceived as task-oriented, directive, and controlling. Maher (1997) and Oakley (2000) also reported women were more likely to adopt transformational leadership style than men in both conservative and radical organizational contexts.

1.1.3.3 Task-Oriented and Relationship-Oriented Leadership Styles

Task-oriented leadership focuses on achieving goals. Task-oriented leaders delegate assignments, set clear processes, and issue deadlines to ensure all team members remain focused and deliver their part of the project within the designated time (Eren 2004; Judge et al. 2004). Task-oriented leaders are also inclined to clarify and control the given task (Yukl 2010). A study done by Van Engen et al. (2001) showed that men-dominant workplaces were more adaptive to task-oriented leadership style. The same study also claimed that women leaders adopted relationship-oriented leadership style in women-dominant workplaces (Van Engen 2001).

In their meta-analysis, Eagly and Johnson (1990) reviewed studies comparing men and women on task-oriented and relationship-oriented styles along with democratic and autocratic leadership styles. While there seemed to be no difference between men and women on task-oriented leadership style, women were found to adopt relationship-oriented leadership style more than men, but the difference was very small. As for democratic versus autocratic measures, men were found to be more

autocratic than women and women were reported to be more democratic or participative than men.

Relationship-oriented leaders are primarily focused on supporting, motivating, and developing their subordinates. They seek to establish a meaningful and close relationship with their subordinates by communicating, involving, and initiating them to maximize staff performance (Eren 2004; Judge et al. 2004). Relationship-oriented leaders are very supportive, expansive, and rewarding towards their team members (Yukl 2010).

As mentioned earlier, Gibson (1995) also stated women to be communal and men were described as more goal-directed. Daewoo's (1996) study verifies gender differences for task-oriented and relationship-oriented styles for decision-making process. Rosenthal (2000) also discusses gender differences with regard to conflict resolution styles being prompted through socialization. This socialization might have an effect on women to be more inclined in adapting and applying skills which lead to teamwork, compromise, and association.

In summary, even though women and men leaders' behaviors resemble one another, they are not necessarily assessed similarly (Euwema & Van de Vliert 1990; Jago & Vroom 1982; Nieva & Gutek 1980; Powell 1988). Especially, if there is an inconsistency between their behavior and gender roles, both women and men are perceived as less favorable and effective by their subordinates. In contrast, when leaders are found to behave in gender-congruent manners, they are more likely to be evaluated as effective leaders (Euwema & Van de Vliert 1990; Haccoun et al. 1978; Petty & Lee 1975; Schein 1973; Watson 1988; Wiley & Eskilson 1982).

1.1.4 Moderating Effects of Leadership Styles in the Relationships of Sexism and Perceived Leadership Effectiveness for Woman Managers

High-status positions in areas such as business, politics, religion, military, and law are dominated by men in many cultures. Women are degraded to passive roles to enable male power sustenance. Especially in patriarchal societies, hostile sexist beliefs continue to carry on men's dominance, hence, women who oppose their prescribed gender roles are vetoed, belittled, and humiliated (Glick & Fiske 1996).

Benevolent sexism also contributes to remain the status quo by fulfilling those who function within expected gender role ideologies (Glick & Fiske 2001). Past findings show that neither men nor women recognize benevolent sexism as being

gender discriminating (e.g. Barreto & Ellemers 2005; Becker 2010). Indeed, women are likely to have benevolent sexist attitudes just as men (Becker 2010; Glick & Fiske 2001; Sibley & Becker 2012). “Stereotype based expectations of women are inconsistent with the attributes that are believed to be essential in many jobs, and research continues to support the assumption that underestimation of women is greatest when perceptions of fit are lowest” (Lyness & Heilman 2006: 777).

In a study by Sakallı-Uğurlu and Beydoğan (2002), it has been found that participants who scored high on patriarchy displayed less positive attitudes towards women managers compared to the participants who scored low on patriarchy. Also, participants who received high scores on hostile sexism were found to hold less positive attitudes towards women. The regression analysis supported the authors’ hypothesis by revealing that both patriarchy and hostile sexism were more likely to predict less favorable attitudes towards women managers compared to benevolent sexism. Unlike benevolent sexism, hostile sexism projected negative attitudes toward career-oriented women, and this result was also consistent with Glick and colleagues’ (1997) findings. Since patriarchy and hostile sexism support traditional gender roles via rationalizing male power and suppressing women economically, participants who supported patriarchal ideology were naturally opposed to women holding managerial positions (Glick & Fiske 1997).

Even though benevolent sexism is a part of a sexist belief system, benevolent sexist attitudes can be classified as pro-social or intimacy seeking (Glick & Fiske 1996). Since benevolent sexism favors protective paternalism (sheltering, assisting women), positive gender bias (in favor of women), and heterosexual intimacy (personal need, desire, and appreciation of women), the correlation between benevolent sexism and attitudes towards women managers was found to be insignificant in Sakallı-Uğurlu and Beydoğan’s (2002) study.

The Globe study conducted in Eastern Europe, Nordic Europe, Germanic Europe, Latin Europe, Latin America, Middle East, Sub-Saharan Africa, Confucian Asia, Southern Asia, and Anglo cluster, cultural contexts revealed that universally effective leadership traits such as being team players, charismatic/ethical, participative, humanitarian are suggested to be female traits which reflect “female advantage” and leadership characteristics such as being autonomous and self-protective are proposed to be more suitable with male traits (House et al. 2004). Although Paris and colleagues (2009) found both men and women were to be against

autonomous leaders, both men and women were found to have different prototypes of leadership as a function of cultural norms and values such as gender egalitarianism. Especially in cultures characterized by high levels of gender discrimination and sexism, women's success is likely to be associated with unsteady, external factors and falsified assumptions about women's dedication as well as beliefs for women to lack the appropriate traits for management is endured.

The core features of paternalistic leadership style involve treating subordinates as extended family and have a more partner-like relationship with the leader. The leader prioritizes the well-being of his or her subordinates in decision-making and strives to guarantee that everyone is treated equally. Subordinates are cared for, nurtured, and guided by paternalistic leaders in both their professional and personal life, and they are expected to show devotion and reverence in return (Aycan et al. 2013). Sexism and paternalism share a common ground in traditionalism via supporting traditional gender role expectancy.

In line with the propositions of the ambivalent sexism theory (Glick & Fiske 1996) and the findings of the previous studies summarized above, the first set of hypotheses for the current study is generated as follows:

Hypothesis 1a: Evaluators' hostile sexism is positively related to perceived leadership effectiveness for women managers when the presented leadership style was PL style.

Hypothesis 1b: Evaluators' benevolent sexism is positively related to perceived leadership effectiveness for women managers when the presented leadership style was PL style.

Modern ideology anticipates women to have an advantage as leaders due to certain feminine characteristics. These essentially feminine characteristics involve advanced communication skills (being a genuine listener), progressive negotiation competency (conflict resolution), and highly qualified interpersonal skills (Stanford et al. 1995). A meta-analysis conducted by Donnelly and Twenge (2016) shows a decline in perceptions of women being communion, gentle, and warm; yet, the same communal components are still more likely to be attributed to women than men. Congruent with the communal traits, such as being relationship-oriented, polite, and affectionate (Gebauer et al. 2013; Lyness & Heilman 2006), women pursue jobs that involve working with people and helping others (Eagly & Carli 2007: 60). On the other hand, many studies in the leadership literature suggest that "feminine characteristics"

are more suitable for transformational leadership and “masculine characteristics” are more acceptable for transactional leadership (Hare et al. 1997). Although there is a small difference, women, in general, demonstrate more transformational leadership behaviors than men (Eagly et al. 2003). However, these gender congruent characteristics attributed to women leaders might also cause a drawback when they choose a transformational leadership style. Ayman and his colleagues (2010) argue that certain behaviors may be dismissed when women leaders use transformational leadership style because they would be challenging the status quo, especially when they use gender incongruent and non-traditional methods to motivate employees (e.g., intellectual stimulation), and as a result, employees may scrutinize women leaders' reliability. When transformational leadership style is adopted by men, they automatically attain integrity since they are not challenging the status quo. Moreover, men who adopt transformational leadership style are considered to go out of their limits, specifically when they display behaviors associated with feminine stereotypes (e.g., individual assessment). As a consequence, male leaders' transformational leadership behaviors may cause employees to feel more discerned and satisfied compared to female leaders' transformational leadership behaviors (Loughlin et al. 2012). In line with the previous literature and the theoretical background, the second set of hypotheses are generated as follows:

Hypothesis 2a: Evaluators' hostile sexism is negatively related to perceived leadership effectiveness for women managers when the presented leadership style was TL style.

Hypothesis 2b: Evaluators' benevolent sexism is negatively related to perceived leadership effectiveness for women managers when the presented leadership style was TL style.

Agentic individuals are, in general, prone to divergence and use leadership as a means to achieve segregating themselves (Tepper 1998), communal people, however, aim to achieve a melting pot environment within their surroundings (Gebauer et al. 2013). Individuals tend to use group liaisons to feed their need for belongingness (Bowlby 1969; Gabriel & Young 2011; Tajfel 1970) and especially communal individuals strive for connection or identification (Bakan 1966; Flum 2001; Locke et al. 2012; Wiggins 1991).

As mentioned above, females are likely to be perceived as having communal tendencies whereas males are likely to be perceived as more agentic than females within work settings.

Consistently, a negative relationship is expected between task-oriented (T-O) leadership style and sexism, since women adopting a T-O leadership style are likely to be perceived as violating the gender stereotypes, especially by those with a high sexism score. On the contrary, since relationship-oriented (R-O) leadership style characteristics are congruent with gender stereotypes regarding women, sexism and R-O leadership style presented by woman managers are expected to be positively correlated.

Hypothesis 3a: Evaluators' hostile sexism is negatively related to perceived leadership effectiveness for women managers when the presented leadership style was T-O leadership style.

Hypothesis 3b: Evaluators' benevolent sexism is negatively related to perceived leadership effectiveness for women managers when the presented leadership style was T-O leadership style.

Hypothesis 4a: Evaluators' hostile sexism is positively related to perceived leadership effectiveness for women managers when the presented leadership style was R-O leadership style.

Hypothesis 4b: Evaluators' benevolent sexism is positively related to perceived leadership effectiveness for women managers when the presented leadership style was R-O leadership style.

1.1.5 Moderating Role of Evaluators' Gender in the Relationship between Sexism and Perceived Leadership Effectiveness for Women Managers

Eagly and Karau's (2002) role congruity theory supports the idea that when there is a discrepancy between the expected behavior of a leader in accordance with how a woman leader should behave, the woman leader's behavior and performance are automatically depreciated and underrated. These conflicting schemas cause dilemmas and higher levels of difficulty for women leaders compared to men leaders while they try to validate their authority (Ayman 1993; Ayman et al. 2009; Korabik 1999). When both the leader gender and the subordinate gender are considered, these cognitive processes become even more problematic (Ayman 1993; Eagly & Karau 2002). Some studies have shown that male and female raters have similar leadership

schemas and they make similar evaluations for women and men managers or leaders (Offerman et al. 1994). In addition, generally, individuals show a small tendency to devalue women leaders' performance in field settings (Bowen et al. 2000). However, Eagly and Karau (2002) claimed that prejudice against women leaders is more likely to take place in settings that increase role incongruity. This theory is supported by meta-analytic findings that have demonstrated that women leaders are more likely to be underrated when women are in more masculine stereotyped roles such as different leadership styles and when the leadership competence is used as a dependent variable (Eagly et al. 1992; Swim et al. 1989). A number of meta-analyses have also found that male subordinates were more likely to devalue women leaders than female subordinates (Bowen et al. 2000; Eagly et al. 1992; Eagly et al. 1995).

One of the reasons behind the higher devaluation of women managers by males is suggested to be related to the leader schemas. That is, in many Western as well as non-Western countries, males were found to have more masculine schemas of leaders than females (Ayman-Nolley & Ayman 2005; Deal & Stevenson 1998; Schein 2001; Sczesny 2003). Second, compared to women, men have been found to show more negative attitudes towards women in management positions (e.g., McGlashen et al. 1995). McGlashen and colleagues (1995) found that subordinates' perceived leadership effectiveness was significantly more negative when they held negative attitudes towards women in management positions. Third, Schmid Mast (2005) claimed that men were more likely to construct their world views in terms of hierarchical relationships compared to women and that such men have been found to be more likely to have negative stereotypes about women. In other words, especially men who have a preference for hierarchical relationships in society are more likely to devalue women and to degrade women in leadership positions. It can be, therefore, suggested that males who score high especially on hostile sexism would be more likely to give lower scores of leadership effectiveness for women managers than females would do. On the other hand, both males and females who score high on benevolent sexism are expected to give similar leadership effectiveness scores for women managers. That is, evaluators who hold highly benevolent sexist attitudes rather than hostile sexist attitudes are expected to report similar levels of perceived leadership effectiveness for women managers regardless of their gender. Therefore, in line with the propositions of the role congruity theory (Eagly & Karau 2002) and the findings

of the previous studies summarized above, the next set of hypotheses for the current study is generated as follows:

Hypothesis 5a: The relationship between evaluators' hostile sexism and perceived leadership effectiveness for women managers are moderated by the evaluator's gender in such a way that, the relationship between evaluators' hostile sexism and perceived leadership effectiveness for women managers will be stronger for male evaluators than female evaluators. More specifically, males with high hostile sexism scores are expected to give lower leadership effectiveness ratings for women managers than females with high hostile sexism scores.

Hypothesis 5b: The relationship between evaluators' benevolent sexism and perceived leadership effectiveness for women managers are not moderated by the evaluator's gender.

The proposed theoretical model of Study 1 is presented in Figure 1.

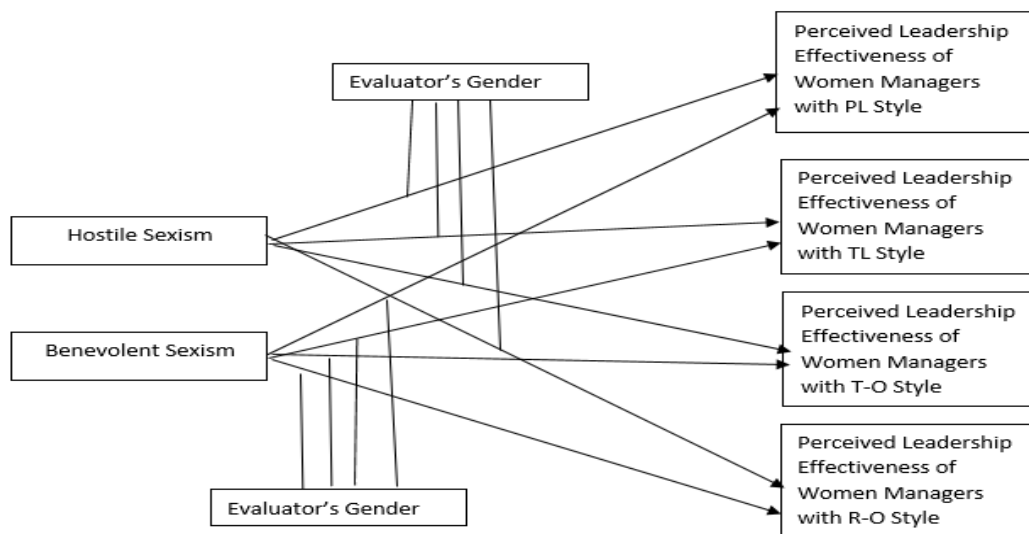


Figure 1: The proposed model of Study 1

CHAPTER II

STUDY 1: METHOD

2.1 PARTICIPANTS AND THE PROCEDURE

The data were collected from 407 participants [258 females (63.4%), 149 males (36.6%)] in Turkey. The inclusion criterion to participate in the study was to be over 18 years of age. The ages of the participants ranged from 18 to 67 with a mean of 35.15 ($SD = 10.29$). Participation was voluntary. Among the participants, there were a total of 66 psychology students who were given extra credit for participation. Prior to the data collection, participants were informed about the purpose of the study and were also ensured that they could withdraw at any given time. 266 of the participants reported working under the supervision of a manager. 94 (35.33%) of these managers were women whereas 172 (64.67%) were men. The tenure of the participants ranged from 1 month to 35 years with a mean of 11.32 ($SD = 7.62$). 24 (8.54%) of the participants' work schedule was part-time; whereas 257 (91.46%) participants worked full-time. 120 (45.62%) of the participants were contracted employees whereas 143 (54.38%) were the permanent staff.

The study survey included Ambivalent Sexism Inventory, Leadership Style Inventory, Perceived Leadership Effectiveness Scale, and a demographic information form in which information regarding age, gender, current job status, tenure at the current job, tenure with the current supervisor, supervisor gender, supervisor age, work field, work schedule, contract type, education level, mother's education level, father's education level.

2.2 MEASURES

2.2.1 Ambivalent Sexism Inventory

The notion of ambivalent sexism was first published in 1996 by Peter Glick and Susan T. Fiske. They also created the Ambivalent Sexism Inventory to measure both hostile and benevolent sexism. The Ambivalent Sexism Inventory (Glick & Fiske 1996) is composed of two 11-item subscales that tap hostile sexism (HS) and

benevolent sexism (BS) with a total of 22- items. ASI was adapted to Turkish by Sakallı-Uğurlu (2002). Each of the subscales contains items designed to measure attitudes relevant to power (dominative or protective paternalism), gender differentiation (competitive or complementary), and heterosexuality (hostile or intimate heterosexuality). Sample items are “Most women interpret innocent remarks or acts as being sexist” (hostile sexism), and “Women, compared to men, tend to have a superior moral sensibility” (benevolent sexism). Participants give their answers using a 6-point Likert-type scale ranging from “1 = I totally disagree” to “6 = I completely agree.” The Cronbach’s alpha values were reported as .89 and .84 for HS and BS, respectively. In the current study, the Cronbach’s alpha values for benevolent sexism and hostile sexism subscales were found as .83 and .90, respectively.

2.2.2 Leadership Style Inventory

The scale was created by Ehrhart and Klein (2001), defining each leadership style in 3 different paragraphs, task-oriented, relationship-oriented, and transformational leadership. The scale was adopted to Turkish (manuscript in progress) by Göncü-Köse (2019) who also added the paternalistic leadership style. The revised scale measures preferences for 4 different leadership styles. Participants evaluate how much they prefer each manager on a 7-point Likert-type preference scale “1 = I would definitely not prefer working with this manager” to “7 = I would definitely prefer to work with this manager”.

2.2.3 Perceived Leadership Effectiveness Scale

PLE scale was developed by van Knippenberg and van Knippenberg (2005) and adapted to Turkish by Göncü (2011). The Cronbach’s alpha of the original scale was reported as .93 (van Knippenberg & van Knippenberg 2005). It is a unidimensional scale composed of five items. Participants give their answers using a 5-point Likert type scale (1 = strongly disagree; 5 = strongly agree). A sample item of the scale is “My supervisor is an excellent supervisor”. In the current study, the Cronbach’s alpha reliability estimate was calculated for each leadership style. The Cronbach’s alpha reliability estimates for each leadership style was as follows: PL = .95, TL = .94, RO = .94, and TO = .94.

CHAPTER III

STUDY 1: RESULTS

3.1 DESCRIPTIVE STATISTICS AND CORRELATIONS AMONG THE STUDY VARIABLES

The means, standard deviations, and the range of the scores are presented in Table 1. TL preference scores are relatively higher than other leadership preference scores. Similarly, among leadership effectiveness scores TL effectiveness scores are relatively higher than others.

Table 1: Means, Standard Deviations, Minimum and Maximum Scores of Variables for Study 1

	Mean	SD	Minimum	Maximum
Benevolent Sexism	3.32	1.06	1.00	5.64
Hostile Sexism	3.23	1.11	1.00	6.00
PL Preference	4.00	2.08	1.00	7.00
PL Effectiveness	3.15	1.14	1.00	5.00
TO Preference	4.23	1.93	1.00	7.00
TO Effectiveness	3.18	1.04	1.00	5.00
RO Preference	4.85	1.88	1.00	7.00
RO Effectiveness	3.61	0.99	1.00	5.00
TL Preference	5.64	1.58	1.00	7.00
TL Effectiveness	4.14	0.79	1.20	5.00

Note. Benevolent Sexism and Hostile Sexism are rated on a 6-point Likert-type scale. Leadership Effectiveness scores are rated on a 5-point Likert-type scale. Leadership Preference Scores are rated on a 7-point Likert-type scale. PL = Paternalistic Leadership; T-O = Task-Oriented Leadership; R-O = Relationship-Oriented; TL = Transformational Leadership.

Bivariate correlations among the study variables are presented in Table 2. Gender was positively correlated with benevolent and hostile sexism ($r = .40, p < .01$; $r = .38, p < .01$; respectively) meaning that men scored higher on both benevolent and hostile sexism than women. Age was negatively correlated with PL preference, PL effectiveness, T-O leadership preference, T-O leadership effectiveness, and R-O leadership effectiveness, ($r = -.18, p < .01$; $r = -.22, p < .01$, $r = -.17, p < .01$; $r = -.18, p < .01$, $r = -.13, p < .05$; respectively). Employees' education level was negatively related to both benevolent and hostile sexism ($r = -.51, p < .01$; $r = -.35, p < .01$;

respectively). Similarly, negative correlations were found between participants' mothers' education levels and benevolent and hostile sexism ($r = -.31, p < .01$; $r = -.26, p < .01$; respectively). When fathers' education level was analyzed, the negative correlation also existed for benevolent and hostile sexism ($r = -.34, p < .01$; $r = -.26, p < .01$; respectively). Benevolent sexism was positively correlated with PL preference, PL effectiveness, T-O effectiveness, R-O effectiveness, TL preference and TL effectiveness ($r = .25, p < .01$; $r = .41, p < .01$; $r = .14, p < .01$; $r = .16, p < .01$; $r = -.15, p < .01$; $r = -.11, p < .05$; respectively). Hostile sexism was also correlated with PL preference, PL effectiveness, T-O effectiveness, R-O effectiveness, TL preference and TL effectiveness ($r = .22, p < .01$; $r = .31, p < .01$; $r = .12, p < .05$; $r = .11, p < .05$; $r = -.15, p < .01$; $r = -.11, p < .05$; respectively).



Table 2: Bivariate Correlations among the Variables in Study 1

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Gender	-															
2. Age	-.08	-														
3. Supervisor Gender	.12	.06	-													
4. Education Level	-.39**	-.19**	-.10	-												
5. Mother's Education Level	-.22**	-.06	-.00	.31**	-											
6. Father's Education Level	-.22**	.12*	.04	.29**	.66**	-										
7. Benevolent Sexism	.40**	.02	.03	-.51**	-.31**	-.37**	-									
8. Hostile Sexism	.38**	-.02	-.01	-.35**	-.26**	-.26**	.59**	-								
9. PL Preference	.13*	-.18**	.04	-.09	-.07	-.14**	.25**	.22**	-							
10. PL Effectiveness	.23**	-.22**	-.01	-.18**	-.19**	-.26**	.41**	.31**	.72**	-						
11. T-O Preference	-.02	-.17**	-.02	.10	.03	.01	.04	.06	.09	.10*	-					
12. T-O Effectiveness	.07	-.18**	-.01	-.04	-.04	-.06	.14**	.12*	.04	.20**	.73**	-				
13. R-O Preference	-.06	-.09	-.08	.08	.09	.05	.03	.01	.15**	.09	.08	.03	-			
14. R-O Effectiveness	.02	-.13*	-.09	-.08	-.03	-.06	.16**	.11*	.08	.14**	.04	.11*	.69**	-		
15. TL Preference	-.19**	0.00	-.08	.19**	.14**	.15**	-.15**	-.15**	-.02	-.08	.15**	-.03	.21**	.03	-	
16. TL Effectiveness	-.15**	0.00	-.01	.08	.07	.09	-.11*	-.13**	-.10*	-.12*	-.01	.02	.09	.14**	.65**	-

Note. *p < .05, **p < .01 Gender and supervisor gender were coded as “1” for females and “2” for males.

PL - Paternalistic Leadership; TO – Task-Oriented Leadership; RO – Relationship-Oriented; TL – Transformational Leadership.

3.2 HYPOTHESIS TESTING

Consistent with Hypothesis 1a, evaluators' hostile sexism levels were found to be positively related to perceived leadership effectiveness for women managers when the presented leadership style was PL ($r = .31, p < .01$). In addition, evaluators' benevolent sexism levels were positively related to perceived leadership effectiveness for women managers when the presented leadership style was PL ($r = .41, p < .01$). Therefore, Hypothesis 1b was also supported.

Furthermore, evaluators' hostile sexism levels were negatively related to perceived leadership effectiveness for women managers when the presented leadership style was TL ($r = -.13, p < .01$). In addition, evaluators' benevolent sexism levels were negatively related to perceived leadership effectiveness for women managers when the presented leadership style was TL ($r = -.11, p < .05$). Therefore, Hypotheses 2a and 2b were also supported.

In contrary to Hypotheses 3a and 3b, evaluators' hostile sexism levels were positively related to perceived leadership effectiveness scores for women managers whose leadership styles were presented as T-O ($r = .12, p < .05$). Furthermore, evaluators' benevolent sexism levels were also positively related to perceived leadership effectiveness scores for women managers whose leadership styles were presented as T-O leadership style ($r = .14, p < .01$). Therefore, Hypotheses 3a and 3b were not supported.

Consistent with Hypothesis 4a, evaluators' hostile sexism levels were positively related to perceived leadership effectiveness for women managers when the presented leadership style was R-O ($r = .11, p < .05$). In addition, evaluators' benevolent sexism levels were positively related to perceived leadership effectiveness for women managers when the presented leadership style was R-O ($r = .16, p < .01$). Therefore, Hypothesis 4b was also supported.

Hypotheses 1a-4b were also tested by using Structural Equation Modeling (SEM) with AMOS software (Arbuckle, 2013). Benevolent and hostile sexism, and the error terms of the PL effectiveness and T-O effectiveness, R-O effectiveness and TL effectiveness, and PL effectiveness and R-O effectiveness were allowed to correlate in the model testing. The model provided good fit to the data ($\chi^2 (N = 407, df = 3) = 6.27, TLI = .95, CFI = .99, NFI = .98, RMSEA = .05; p = .10$). However, different from correlation analyses, only the path from benevolent sexism to PL

effectiveness and the path from benevolent sexism to R-O effectiveness were found to be significant ($\beta = .36, p < .001$; $\beta = -.14, p < .05$) (Figure 2).

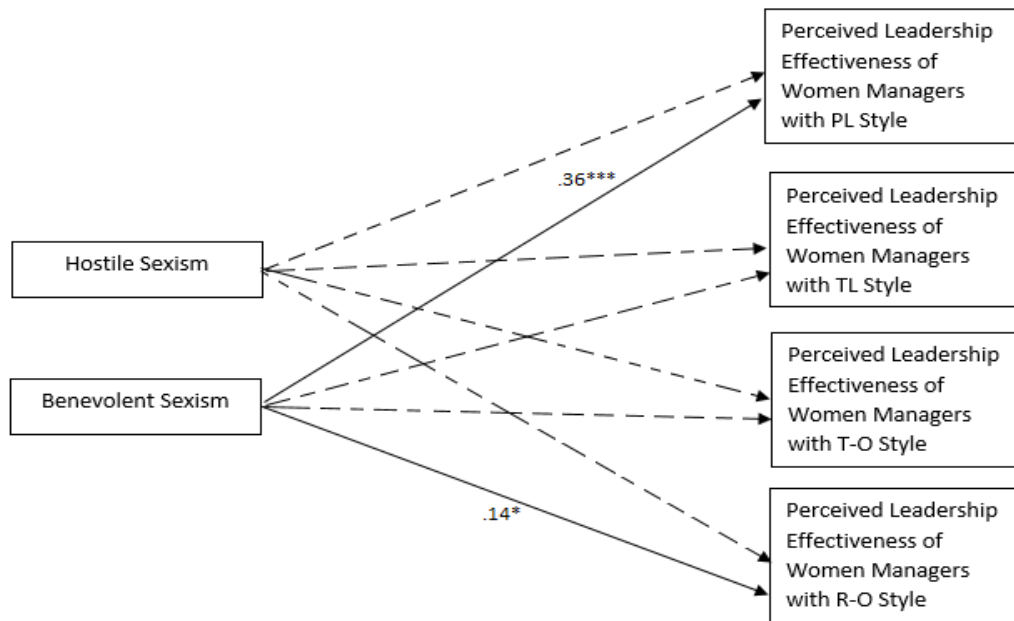


Figure 2: Standardized Parameter Estimates of the proposed model of Study 1

In order to test Hypothesis 5a which proposed that evaluators' gender would moderate the link between evaluators' hostile sexism and perceived leadership effectiveness for women managers, PROCESS macro for SPSS was used. Firstly, this relationship was tested for the leadership effectiveness of woman managers with PL style. The findings revealed that the interaction effect was insignificant ($F(1, 403) = .67, \Delta R^2 = .002, p = .41$). Secondly, this moderation was tested for TL effectiveness and the findings revealed that the interaction effect was insignificant ($F(1, 403) = .05, \Delta R^2 = .0001, p = .82$). Thirdly, this moderation was tested for T-O leadership effectiveness and the results revealed that the interaction effect was insignificant ($F(1, 403) = 1.33, \Delta R^2 = .003, p = .25$). Finally, this moderation was tested for R-O leadership effectiveness and the findings revealed that the interaction effect was insignificant ($F(1, 403) = 1.37, \Delta R^2 = .003, p = .24$). Therefore, Hypothesis 5a was not supported.

As an additional analysis, SEM was conducted to test the effects of benevolent and hostile sexism on leadership preference ratings. Benevolent and hostile sexism, and the error terms of the PL preference and T-O leadership preference, R-O leadership preference and TL preference, PL preference and R-O leadership preference, and TL preference and T-O leadership preference were allowed to correlate in the model. The results showed that the proposed model provided good fit to that data ($\chi^2(N = 407, df$

= 2) = 2.76, TLI = .98, CFI = .99, NFI = .99, RMSEA = .03; $p = .25$). The results showed that the path from benevolent sexism to PL preference scores for women managers was significant ($\beta = .18, p < .01$). All the other paths were found to be insignificant.

Hypothesis 5b proposed that evaluators' gender would not moderate the link between evaluators' benevolent sexism and perceived leadership effectiveness for women managers. Firstly, this relationship was tested for PL effectiveness. The findings revealed that the interaction effect was insignificant ($F(1, 403) = .79, \Delta R^2 = .002, p = .37$). Secondly, this moderation was tested for TL effectiveness and the results showed that the interaction effect was insignificant ($F(1, 403) = 1.01, \Delta R^2 = .002, p = .31$). Thirdly, this moderation was tested for R-O leadership effectiveness and the results revealed that the interaction effect was insignificant ($F(1, 403) = .64, \Delta R^2 = .002, p = .42$). Finally, this moderation was tested for T-O leadership effectiveness and the findings showed that the interaction effect was significant ($F(1, 403) = 3.98, \Delta R^2 = .01, p = .05$). To clarify the relationships, the significance of simple slope lines for the gender of evaluators was tested by multiple regression analyses. To determine moderating of role gender, multiple regression analyses were conducted, and the equation was determined. It was found that for women evaluators, the slope of the regression line of benevolent sexism on T-O leadership effectiveness was insignificant, $B = .01, SE = .08, p = .87, 95\% \text{ CI} [-.14, .16]$. The same analysis was conducted for male evaluators. It was found that the slope of the regression line of benevolent sexism on T-O leadership effectiveness was positive and significant, $B = .22, SE = .07, p = .002, 95\% \text{ CI} [.08, .36]$. The simple slopes t-test results showed that women with low and high benevolent sexism scores gave similar leadership effectiveness scores for woman managers with T-O leadership style. However, the interaction effect reveals the evaluators' gender moderated the link between evaluators' benevolent sexism and perceived leadership effectiveness of woman managers with T-O leadership style in such a way that among individuals who had lower scores on benevolent sexism, females gave higher perceived leadership effectiveness scores for women managers with T-O leadership style than males. Among individuals who scored high on benevolent sexism, females gave lower perceived leadership effectiveness scores for women managers with T-O leadership style than males (Figure 3). Therefore, Hypothesis 5b was partially supported.

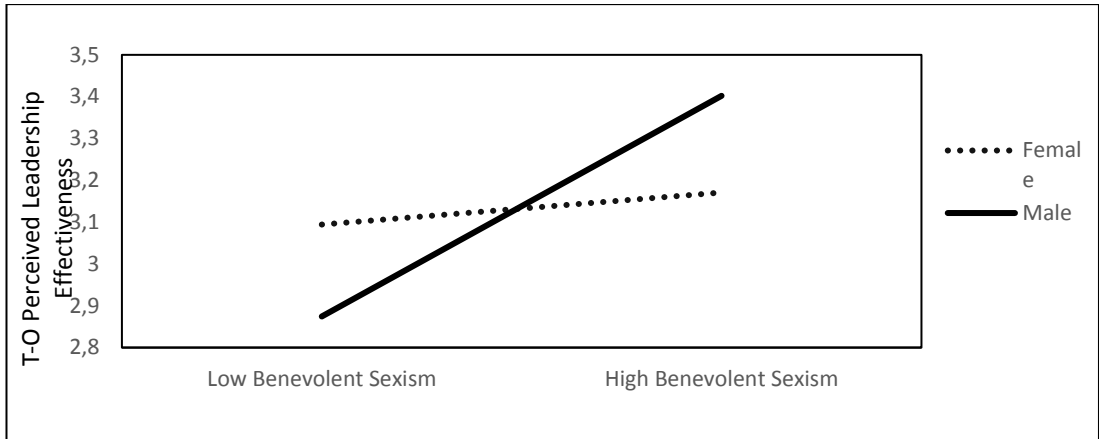


Figure 3: The interaction effect of gender and benevolent sexism on perceived leadership effectiveness for women managers with T-O leadership style.

T-O = Task Oriented



CHAPTER IV

STUDY 1: DISCUSSION

The aim of Study 1 was to investigate the effects of evaluators' sexism levels on leadership effectiveness and preference ratings given for women managers having different leadership styles. In addition, moderating roles of evaluators' gender in the relationships between sexism orientations and leadership effectiveness and preference ratings given for women managers were examined. Paternalistic leadership characteristics share similar qualities with expected gender role for women such as being nurturing, caring and giving. Paternalistic leaders tend to care, nurture, and guide their subordinates' both professional and personal life, and expect reverence in return (Aycaan et. al 2013). Participants or evaluators with high BS attitudes tend to have a paternalistic, prosocial image of women and may reflectively perceive paternalistic (i.e., maternalistic) female leaders as competent (Acar & Sümer 2018). Since sexism and paternalism share a common ground in traditionalism via supporting traditional gender role expectancy, in line with my expectations, both hostile and benevolent sexism were positively correlated with perceived leadership effectiveness for women managers when the presented leadership style was PL style.

Transformational leadership style was expected to create a negative correlation in leadership effectiveness ratings for women managers by evaluators who score high on both hostile and benevolent sexism. Indeed, TL style involves being team a player, charismatic/ethical, participative, humanitarian which are suggested to be female traits as well as reflecting to "female advantage" (House et al. 2004). However, TL style also involves certain gender incongruent and non-traditional methods enabling a possible threat to status quo (e.g., intellectual stimulation) which may cause employees question women leaders' reliability (Ayman et.al 2010). In contrast, when transformational leadership style is adopted by men, they automatically attain integrity since they are not challenging the status quo. Moreover, men who adopt transformational leadership style are considered to go out of their limits, specifically when they display behaviors associated with feminine stereotypes (e.g., individual

assessment), as a consequence, male leaders' transformational leadership behaviors may cause employees to feel discerned and satisfied compared to female leaders' transformational leadership behaviors (Loughlin et al. 2012).

Contrary to my hypotheses, evaluators' hostile and benevolent sexism levels were not negatively related to perceived leadership effectiveness for women managers when the presented leadership style was T-O leadership style. Since females are likely to be perceived as having communal tendencies whereas males are likely to be perceived as more agentic and transactional than females within work settings, women adopting T-O leadership style were expected to be perceived as violating the gender stereotypes, especially by those with high sexism scores. However, it was refreshing to receive the opposite results for women managers who adapt T-O leadership style being rated high on leadership effectiveness. One reasoning behind this result might be the changes in perception and characteristics attributed to women managers. Increases in the perceived masculinity (Twenge 1997) and agentic characteristics of women (Diekmann & Eagly 2000) reveal that these changes might have led evaluators to give higher effectiveness rates for women managers who adopt T-O leadership style today than in the past (Duehr & Bono 2006).

Consistent with the expectations, evaluators' hostile and benevolent sexism levels were positively related to perceived leadership effectiveness for women managers when the presented leadership style was R-O leadership style. This result is a well-tailored fit since R-O leadership style characteristics are highly congruent with gender stereotypes regarding women as far as being focused on supporting, motivating and developing their subordinates as well as seeking to establish a meaningful and close relationship with their subordinates by communicating, involving and initiating them to maximize staff performance (Eren 2004; Judge et al. 2004).

As for the moderating role of evaluators' gender in the relationship between sexism and perceived leadership effectiveness for women managers, the results were contrary to my expectations in such a way that males with high hostile sexism scores did not give lower leadership effectiveness ratings for women managers than females with high hostile sexism scores. Moreover, males with high benevolent sexism scores gave higher leadership effectiveness scores for women managers who adopted T-O leadership style than females with high benevolent sexism scores. One interpretation may be that women's stereotypes seem to be shifting in a positive direction. Male evaluators, in particular, appear to be portraying women as more confident, ambitious,

analytical, and forceful, rather than weak and subservient. In other words, males who are "the gatekeepers to most executive suites" (Duehr & Bono 2006: 841) may be evaluating women as more leader-like than they did in the past.

Although there were significant positive correlations between hostile sexism and leadership effectiveness scores given for women managers adopting PL, T-O, and R-O leadership styles and significant negative correlation between hostile sexism and leadership effectiveness scores given for women managers adopting TL style; SEM analysis showed no significant paths from hostile sexism to any of the dependent variables. One reasoning behind this finding may be that evaluators might have given lower ratings for hostile sexism questions because of social desirability which might have created a restriction of range.

Future studies are encouraged to investigate the underlying psychological mechanisms involved in the relationships of benevolent sexism and perceived leadership effectiveness of woman managers by employing different methodologies and data collection procedures (e.g., qualitative methods) with samples from various cultural backgrounds.

The moderation analysis showed that men with benevolent sexism tendency gave higher effectiveness scores for T-O women leaders than females with benevolent sexism tendency. Furthermore, men who scored low on benevolent sexism, also gave the lowest effectiveness scores for women managers with T-O leadership style. One explanation may be related to benevolent sexist men's underlying belief that "women should be cherished and protected by men" and the only way to survive and be effective for a female leader could be accomplished if she adopts the T-O leadership style. And the reason for men with low benevolent sexism scores to give lower effectiveness scores for women managers with T-O leadership style could be due to the misperception that women imitate men's personality traits. Thus, they may perceive women managers with T-O leadership style as repellent and non-reliable which causes them to rate such women leaders as ineffective.

After completing Study 1, I wanted to look deeper at the substantially unexplored drawback of attractiveness for women managers in work contexts. More specifically, in Study 2, I focused on the "femme-fatale effect" which is defined as individuals' distrust towards attractive women due to the sexual threat that they pose.

CHAPTER V

STUDY 2

5.1 STUDY 2: FEMME FATALE EFFECT: ATTRACTIVE WOMEN LEADERS PERCEIVED AS LESS EFFECTIVE

Numerous personality traits of women such as warmth, kindness, nurturance, as well as seduction and manipulation, can stigmatize women to be presumed as feminine (Ashmore et al. 1996; Shephard 2019). In fact, the aphorism ‘feminine wiles’ refers to women’s distinctive potential for using their femininity to seduce others. Also, attractive women are destined to be positioned as less fit for masculine roles/occupations because they reveal insecurity (Shephard 2019: 781). Attractive women might also be recognized to be less appropriate for some roles such as leadership due to misperceptions of women using their attractiveness as well as their associated femininity in order to sustain their benefits.

Women have risen to outstanding positions of power and leadership in greater numbers than at any other period in history, although they continue to be underestimated in leadership status when compared to men (Carli L. L. 2018). Women's advancement has been steady, yet also accelerating. Despite these advancements, women remain underrepresented in business and political leadership, and underrepresentation is particularly obvious at the highest levels. It has been noted that women made up only 4.2 percent of CEOs of Fortune 500 companies in 2016 (Bellstrom 2015). In addition, women are granted fewer accommodations (e.g., autonomy, income) than men in the workplace (Schieman et al. 2013). Although these obstacles are not as evident or unsolvable as those faced by women in the past, they remain as complex and subtle mazes of restrictions that hinder or prevent women from rising to positions of leadership and diminish their authority and effectiveness once they become leaders (Eagly et al. 2007). Men are perceived to have greater authority than women though not as much as they did in the past. Moreover, people still prefer to work for male employers (Riffkin 2014). Society prompts males to engage and approve men's viewpoints in mixed-gender situations, enabling men’s leadership to

hinder women and hold the floor to their advantage (Ridgeway 2001). As a result, meta-analyses regarding gender disparities in the workplace show that men are more vocal and less hesitant in interrupting others to win the floor; they prefer an authoritative language and emerge as group leaders more than women do (Leaper & Ayres 2007). Consistently, the first hypothesis of Study 2 is generated as follows:

Hypothesis 1: Leadership effectiveness and preference ratings for women managers are lower than leadership effectiveness and preference ratings for men managers.

In addition to the influence of agency, communion, and behavioral factors, physical appearance may play a role in the establishment of leadership. Many studies have demonstrated that a person's physical appearance is a significant factor in different aspects of life such as partner selection, decisions regarding personnel selection, and also ascribed leadership competencies or leadership selection processes (Stoker et al. 2016). Physical attractiveness is one of the most essential aspects of physical appearance, and it has an impact on how people interpret and assess others (Little et al. 2011). Although research findings have also shown that beauty is advantageous throughout one's life, the reality is more complicated for women at work. Cash and his colleagues (1977) demonstrated the cost of beauty in the workplace, indicating that attractive women were considered less appropriate than their less attractive counterparts for manly positions (e.g., automotive salesperson, hardware shipping/receiving clerk), whereas the opposite was true for feminine positions (telephone operator and receptionist). The beauty-is-beastly effect was introduced by Heilman and Saruwatari (1979) to describe this phenomenon. Their research revealed that beautiful women seeking management roles were perceived as less competent, less likely to be recognized for recruitment, and deserving of lower pay than non-attractive women. The perception of femininity is a slippery slope and is a lot more complicated than the traditional portrayal of femininity as associated with warmth. A woman's femininity may be determined by a variety of presumed features and characteristics, including those linked with kindness, such as compassion and nurturance, as well as those that are not linked with kindness, such as enticement and manipulation (Ashmore et al. 1996). Furthermore, the findings stated above do not dismiss the possibility that attractive women are considered to be a misfit because they generate uncertainty in masculine roles/occupations. Attractive women may be thought to be less appropriate for certain roles such as leadership where they take

advantage of their attractiveness as well as their associated femininity to further their own interests (Shephard 2019). Meanwhile, there are setbacks to career success for women who participate in the labor force in their use of agentic and achievement-related behaviors, which they could otherwise utilize to get valuable assets, as men do (e.g., promotions). Women leaders' attractiveness and linked sexuality are viewed as commodities that may be exchanged for alignment with men in order to provide valuable assets such as financial recognition (Watkins et al. 2013). Kanter's (1977) findings also validate this approach by claiming that being “seductress” is one of the social stereotypes that barricades professional women. In line with the theoretical propositions and the findings of the previous research, it is expected that attractiveness is negatively related to perceived leadership effectiveness as well as evaluators' preference ratings for women leaders. Therefore, the next set of hypotheses is generated as follows:

Hypothesis 2a: Female leaders who are more attractive are rated lower on leadership effectiveness than female leaders who are less attractive.

Hypothesis 2b: Female leaders who are more attractive are less preferred as immediate supervisors than female leaders who are less attractive.

Femme fatale effect has been relatively explored in the literature, however, the same effect was not pronounced for men. Also, the general attractiveness literature claims that attractiveness is linked with higher performance, better suitability for the job, etc. regardless of gender. Why is there a femme fatale effect for women, and not for men, or as the opposite of femme fatale effect, are attractive men perceived as better leaders than their less attractive counterparts? Buchan and his colleagues (2008) suggest that women have an advantage over males when it comes to inspiring trust in people who care about them. Furthermore, according to research done by Management Today and the Institute of Leadership and Management, female CEOs are considered more trustworthy by their staff than male CEOs (De Vita 2010). However, contrary to the mentioned findings, I notice a different ball game when the female leader is perceived to be attractive. Although limited in number, previous studies revealed that within the workplace environments, attractive women were perceived as less trustworthy and worthy of loyalty than their less attractive peers (Shephard & Johnson 2019).

Research Question 1: Is the interaction effect of attractiveness and gender on leadership effectiveness ratings significant?

Research Question 2: Is the interaction effect of attractiveness and gender on leadership preference ratings significant?

Research on sex differences in leadership styles has revealed a tendency toward similarity rather than difference, but the contradictions in findings imply that we need to go deeper into why the findings are so inconsistent. Despite the fact that the literature has mostly focused on the correlations between follower ratings of leadership effectiveness for women and men managers, there is evidence of sexist attitudes in leadership styles. Paternalistic leadership is defined as leadership that is characterized by paternal benevolence and moral integrity, as well as strong discipline and power upon others (Farh & Cheng 2000; Cheng et al. 2004). Farh and Cheng define PL as “combined strong discipline and authority with fatherly benevolence and moral integrity” (Farh and Cheng 2000: 94). PL features include authoritarian and benevolent leadership styles (Farh & Cheng 2000). The authoritarian style involves strict regulation and control tactics used by the leader over subordinates to maintain power status (Cheng et al. 2004). The etymological root of "paternalism" comes from Latin, which means "father" (of a father, fatherly). Similar to hostile and benevolent sexism, paternalism involves a philosophy or an idea that permits interfering with someone else's autonomy in order to promote their well-being or protect him or her from harm - similar to a father's attitude toward his children (Ten Have & Neves 2021). The PL style also promotes benevolence and involvement which enables the common ground set in benevolent sexism. Since PL has shared characteristics with benevolent and hostile sexism, the following set of hypotheses was generated:

Hypothesis 3a: Benevolent and hostile sexism are positively associated with both leadership effectiveness and preference ratings for PL style.

Hypothesis 3b: The relationship of benevolent sexism with leadership effectiveness ratings and preference for PL style is stronger than the relationship of hostile sexism with leadership effectiveness ratings and preference ratings for PL style when the leader is female rather than male.

As mentioned earlier in the study, due to certain gender features, men are perceived to be more agentic, while women are perceived to be more communal (Bakan 1966; Eagly 1987). Consistently, women who are expected to be relationship-oriented, mindful, and affectionate, are also expected to seek “jobs that provide opportunities to work with people and help others” (Eagly & Carli 2007: 60). According to people with sexist attitudes, women managers who adopt R-O leadership

style are expected to be perceived as more effective and thus preferred as leaders due to the compatibility between R-O leadership style characteristics and traditional gender role expectancies. In contrast, male managers who adopt R-O leadership style and sexism are expected to be get lower scores of effectiveness and preference from individuals with high scores on hostile and benevolent sexism due to the incompatibility between R-O leadership style characteristics and traditional gender role expectancies. Consistently, the following hypotheses were generated:

Hypothesis 4a: Benevolent and hostile sexism are positively associated with both leadership effectiveness ratings and preference ratings for R-O style for female managers.

Hypothesis 4b: Benevolent and hostile sexism are negatively associated with both leadership effectiveness ratings and preference ratings for R-O style for male managers.

Descriptive stereotypes describe the actual behavior of men and women, whereas prescriptive stereotypes dictate the ideal behavior for men and women (Eagly & Karau 2002; Elsesser & Lever 2011; Vinkenburg et al. 2011). There is a significant gap between descriptive and prescriptive stereotypes and when men and women disobey either set of norms, they may suffer from the consequences (Eagly & Karau 2002). There is also a discrepancy between TL style and the traditional or conservative leadership stereotypes (e.g., being dominant and authoritarian). Moreover, TL style overlaps with the traditional gender stereotypes. Sexism (both benevolent and hostile), on the other hand, was found to be positively correlated with traditionalism and conservatism (Loughlin et al. 2012). Unfortunately, there are very few studies that investigate the effects of sexism on preferences for different leadership styles. In one of these few studies investigating the direct and indirect relationships of hostile and benevolent sexism with leadership style preferences, Göncü (2014) showed that both benevolent sexism and hostile sexism were positively associated with right-wing authoritarianism. Moreover, the author found that hostile sexism was negatively related to preference for TL style via its positive effects on right-wing authoritarianism independent of the job context (i.e., political, military, business) among Turkish university students. Since TL style is unconventional and individuals prone to sexist attitudes tend to be more conservative and traditional the following hypothesis was suggested:

Hypothesis 5: Benevolent and hostile sexism are negatively associated with both leadership effectiveness and preference ratings for TL style.

Göncü (2014) showed that benevolent sexism was directly and positively associated with preference for T-O leadership style. In addition, hostile sexism was positively related to preference for T-O leadership style both directly and indirectly via its effects on right-wing authoritarianism. The author suggested that individuals who score high on benevolent and hostile sexism were likely to be rigid and inflexible and might prefer leaders who have compatible attitudes with them. Yet, we have very little empirical support regarding the positive relationships of benevolent and hostile sexism with preference for T-O leadership style since there are very few studies in the literature. Therefore, rather than suggesting hypotheses, I present the research questions below:

Research Question 3: Are benevolent and hostile sexism significantly related to effectiveness and preference ratings for managers with T-O leadership style?

Research Question 4: Under which conditions (i.e., leader attractiveness and gender) are benevolent and hostile sexism significantly related to effectiveness and preference ratings for managers with T-O leadership style?

CHAPTER VI

STUDY 2: METHOD

6.1 PARTICIPANTS AND THE PROCEDURE

Data were collected from 426 participants [319 females (74.8%), 107 males (25.2%)]. Due to the Covid-19 pandemic, data were collected via online channels. The online survey was prepared using Qualtrics software purchased for research by the Psychology department at the Çankaya University. The study was announced via professional (i.e., LinkedIn, Research Gate) and social (i.e., Twitter, Facebook, Instagram) networks by the researcher. Participation was voluntary and informed consent was included for the participants at the beginning of the survey.

Study 2 had 2 (between-subjects variable: target attractiveness) * 2 (between-subjects variable: target gender) * 4 (within-subjects variable: leadership style) mixed-subjects design. Therefore, participants were randomly assigned to target attractiveness and target gender conditions. 104 participants were in attractive-woman leader condition; 104 participants were in unattractive-woman condition; 105 participants were in attractive-man leader condition; 112 participants were in unattractive-man condition.

All other features being the same (i.e., age, appearance, skin color), four different pictures differing only in attractiveness level and gender, were obtained free of charge from the “shutter stock” website for each condition (i.e. attractive woman leader, unattractive woman leader, attractive man leader, unattractive man leader). Each participant was randomly assigned to only one condition in which they answered the survey considering the assigned leader photo.

6.2 MEASURES

Except for the target attractiveness, all of the measures are the same with those used in Study 1.

6.2.1 Target Attractiveness

In study 2, I used a total of four photographs representing an attractive woman, a non-attractive woman, an attractive man, and a non-attractive man. To test the manipulation check for the attractiveness of the woman and man photographs a pilot test was conducted with 10 male and 10 female participants. The photograph used for attractive female was evaluated as significantly more attractive ($M = 5.90, SD = .91$) than the photo used for the non-attractive female condition ($M = 2.05, SD = 1.0$), $t(19) = 11.24, p < .001$. Likewise, the photograph used for the attractive male condition was rated as significantly more attractive ($M = 5.35, SD = 1.39$) compared to the photo used for the non-attractive male condition ($M = 2.15, SD = 1.46$), $t(19) = 6.3, p < .001$.



CHAPTER VII

STUDY 2: RESULTS

7.1 OVERVIEW

Analyses conducted in this study are presented in three sections. In the first section data cleaning and data screening processes are presented. The second section includes descriptive statistics, bivariate, and partial correlations among the study variables. The third section includes the results of the analyses conducted for hypothesis testing.

Data were analyzed by using Statistical Package of Social Sciences (SPSS), version 22.0 (IBM Corp 2015). In order to conduct the moderation analyses of the study, general linear model with repeated measures analysis was used.

7.2 DATA SCREENING AND DATA CLEANING

Out of 426 participants, outlier analysis was performed, and to detect multivariate outliers in the data, Mahalanobis distance was used. These analyses revealed that one participant was a multivariate outlier, and his data was excluded from the data set. Therefore, the final sample included 425 participants.

7.3 DESCRIPTIVE STATISTICS, BIVARIATE, AND PARTIAL CORRELATIONS AMONG THE STUDY VARIABLES

The means, standard deviations, and the range of the scores are presented in Table 3.

Within effectiveness scores, woman attractive transformational leadership (WATL) effectiveness, woman unattractive transformational leadership (WUTL) effectiveness, and man unattractive transformational leadership (MUTL) effectiveness ratings were relatively higher than other leadership effectiveness scores. In contrast, woman unattractive paternalistic leadership (WUPL) effectiveness and man unattractive paternalistic leadership (MUPL) effectiveness are relatively lower than other effectiveness scores. Among the preference scores, WATL preference, WUTL

preference, and MUTL preference were relatively higher than other leadership preference scores. On the other hand, WUPL preference and MUPL preference ratings were relatively lower than other preference scores.

Table 3: Means, Standard Deviations, Minimum and Maximum Scores of Variables in Study 2

	N	Mean	SD	Minimum	Maximum
Benevolent Sexism	425	2.68	1.00	1.00	5.55
Hostile Sexism	425	2.54	1.07	1.00	5.27
WAPL Effectiveness	100	2.60	1.23	1.00	5.00
WATO Effectiveness	101	2.74	1.23	1.00	5.00
WARO Effectiveness	100	3.74	1.16	1.00	5.00
WATL Effectiveness	102	4.28	1.03	1.00	5.00
WUPL Effectiveness	102	2.40	1.22	1.00	5.00
WUTO Effectiveness	101	2.68	1.29	1.00	5.00
WURO Effectiveness	101	3.78	1.17	1.00	5.00
WUTL Effectiveness	101	4.30	0.89	1.00	5.00
MAPL Effectiveness	103	2.52	1.28	1.00	5.00
MATO Effectiveness	104	2.63	1.16	1.00	5.00
MARO Effectiveness	104	3.75	1.20	1.00	5.00
MATL Effectiveness	103	4.03	1.05	1.00	5.00
MUPL Effectiveness	107	2.34	1.14	1.00	5.00
MUTO Effectiveness	105	2.61	1.19	1.00	5.00
MURO Effectiveness	111	3.69	1.13	1.00	5.00
MUTL Effectiveness	108	4.30	0.92	1.00	5.00
WAPL Preference	95	3.25	2.13	1.00	7.00
WATO Preference	93	3.87	2.14	1.00	7.00
WARO Preference	90	5.53	1.83	1.00	7.00
WATL Preference	93	6.32	1.25	1.00	7.00
WUPL Preference	98	3.05	2.27	1.00	7.00
WUTO Preference	96	3.76	2.33	1.00	7.00
WURO Preference	97	5.47	1.96	1.00	7.00
WUTL Preference	96	6.28	1.38	1.00	7.00
MAPL Preference	93	3.14	2.21	1.00	7.00
MATO Preference	95	3.74	2.20	1.00	7.00
MARO Preference	92	5.63	1.89	1.00	7.00
MATL Preference	96	5.97	1.60	1.00	7.00
MUPL Preference	100	3.02	1.90	1.00	7.00
MUTO Preference	95	3.57	2.04	1.00	7.00
MURO Preference	100	5.35	1.93	1.00	7.00
MUTL Preference	99	6.27	1.32	1.00	7.00

Note. Benevolent Sexism and Hostile Sexism were rated on a 6-point Likert-type scale. Leadership Effectiveness scores were rated on a 5-point Likert-type scale. Leadership Preference Scores were rated on a 7-point Likert-type scale.

Bivariate correlations among the study variables are presented in Table 4 and Table 5. Gender was correlated with benevolent and hostile sexism, WATL preference

and man unattractive relationship oriented (MURO) preference ($r = .19, p < .01; r = .29, p < .01; r = -.25, p < .05; r = .31, p < .01$; respectively) meaning that men scored higher on both benevolent and hostile sexism than women. Also, men's WATL preference scores were lower, men's MURO preference scores were higher than women. Benevolent sexism was positively correlated with WAPL preference, woman attractive task-oriented (WATO) preference, woman unattractive relationship oriented (WURO) preference, MAPL preference and MUPL preference ($r = .34, p < .01; r = .22, p < .05; r = .23, p < .05; r = .31, p < .01; r = .21, p < .05$; respectively). Benevolent sexism was also positively correlated with WAPL effectiveness, WATO effectiveness, WUPL effectiveness, MAPL effectiveness and MUPL effectiveness ($r = .41, p < .01; r = .25, p < .05; r = .26, p < .01; r = .41, p < .01; r = .42, p < .01$; respectively). Furthermore, hostile sexism was positively correlated with WAPL preference, woman attractive relationship oriented (WARO) preference, MAPL preference and MUPL preference ($r = .28, p < .01; r = .23, p < .05; r = .23, p < .05; r = .36, p < .01$; respectively). Hostile sexism was also correlated with WAPL effectiveness, WARO effectiveness, MAPL effectiveness and MUPL effectiveness ($r = .20, p < .05; r = .27, p < .01; r = .25, p < .05; r = .35, p < .01$; respectively).

Table 4: Bivariate Correlations for leadership effectiveness among the variables in Study 2

Variable	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.
1. Age	-												
2. Gender	.22**	-											
3. Supervisor Gender	.05	.11	-										
4. Tenure at the Current Job	.15**	.07	-.05	-									
5. Supervisor Tenure	.08	.07	.05	.50**	-								
6. Total Tenure	.82**	.24**	.06	.09	.09	-							
7. Benevolent Sexism	.16**	.19**	.08	-.04	-.02	.14*	-						
8. Hostile Sexism	.18**	.29**	.11*	.02	.13*	.18**	.54**	-					
9. WAPL Effectiveness	-.16	-.06	.26*	.02	.06	-.16	.41**	.20*	-				
10. WATO Effectiveness	-.10	-.06	-.04	.05	.04	.01	.25*	.14	.43**	-			
11. WARO Effectiveness	-.10	.00	-.02	-.02	.10	-.15	.16	.27**	.37**	.27**	-		
12. WATL Effectiveness	-.05	-.25*	-.09	-.06	-.28*	-.14	.00	-.01	.11	.08	.29**	-	
13. WUPL Effectiveness	-.14	.11	.27*	.20	-.04	-.13	.26**	.17	n.a.	n.a.	n.a.	n.a.	-

Note. *p < .05, **p < .01 Gender and supervisor gender were coded as “1” for females and “2” for males.

WAPL= Woman Attractive Paternalistic Leader, WATO= Woman Attractive Task-Oriented, WARO= Woman Attractive Relationship-Oriented, WATL= Woman Attractive Transformational Leader, WUPL= Woman Unattractive Paternalistic Leader.

Table 4: Continued

Variable	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.
14. WUTO Effectiveness	-.01	-.09	.12	.01	-.07	.03	.02	.09	n.a.	n.a.	n.a.	n.a.	.14
15. WURO Effectiveness	-.09	.05	.03	.14	-.09	-.15	.14	.04	n.a.	n.a.	n.a.	n.a.	.29
16. WUTL Effectiveness	.00	.09	.06	.05	.10	.12	.03	.02	n.a.	n.a.	n.a.	n.a.	.11
17. MAPL Effectiveness	.06	-.08	-.05	-.02	-.04	.14	.41**	.25*	n.a.	n.a.	n.a.	n.a.	n.a.
18. MATO Effectiveness	.03	.00	-.06	.18	.15	.07	.09	.13	n.a.	n.a.	n.a.	n.a.	n.a.
19. MARO Effectiveness	-.06	.18	.11	-.02	-.12	-.04	-.03	-.02	n.a.	n.a.	n.a.	n.a.	n.a.
20. MATL Effectiveness	-.06	-.09	.06	-.18	-.18	-.08	-.02	.00	n.a.	n.a.	n.a.	n.a.	n.a.
21. MUPL Effectiveness	-.12	.00	.00	.13	.24*	-.01	.42**	.35**	n.a.	n.a.	n.a.	n.a.	n.a.
22. MUTO Effectiveness	-.07	-.12	.03	.08	.28*	-.14	-.01	.15	n.a.	n.a.	n.a.	n.a.	n.a.
23. MURO Effectiveness	-.10	-.31**	.08	.01	-.03	-.08	.12	-.06	n.a.	n.a.	n.a.	n.a.	n.a.
24. MUTL Effectiveness	-.15	-.09	.20	-.10	-.27*	-.22*	-.04	-.06	n.a.	n.a.	n.a.	n.a.	n.a.

Note. *p < .05, **p < .01 Gender and supervisor gender were coded as “1” for females and “2” for males.

WUTO= Woman Unattractive Task-Oriented, WURO= Woman Unattractive Relationship-Oriented, WUTL= Woman Unattractive Transformational Leader, MAPL= Man Attractive Paternalistic Leader, MATO= Man Attractive Task-Oriented, MARO= Man Attractive Relationship-Oriented, MATL= Man Attractive Transformational Leader, MUPL= Man Unattractive Paternalistic Leader, MUTO= Man Unattractive Task-Oriented, MURO= Man Unattractive Relationship-Oriented, MUTL= Man Unattractive Transformational Leader.

Table 4: Continued

Variable	14.	15.	16.	17.	18.	19.	20.	21.	22.	23.	24.
14. WUTO Effectiveness	-										
15. WURO Effectiveness	.25*	-									
16. WUTL Effectiveness	.10	.16	-								
17. MAPL Effectiveness	n.a.	n.a.	n.a.	-							
18. MATO Effectiveness	n.a.	n.a.	n.a.	.09	-						
19. MARO Effectiveness	n.a.	n.a.	n.a.	.23*	-.13	-					
20. MATL Effectiveness	n.a.	n.a.	n.a.	.12	.05	.53**	-				
21. MUPL Effectiveness	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	-			
22. MUTO Effectiveness	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	.29**	-		
23. MURO Effectiveness	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	.15	.18	-	
24. MUTL Effectiveness	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	.03	.11	.24*	-

Note. *p < .05, **p < .01 Gender and supervisor gender were coded as “1” for females and “2” for males.

WUTO= Woman Unattractive Task-Oriented, WURO= Woman Unattractive Relationship-Oriented, WUTL= Woman Unattractive Transformational Leader, MAPL= Man Attractive Paternalistic Leader, MATO= Man Attractive Task-Oriented, MARO= Man Attractive Relationship-Oriented, MATL= Man Attractive Transformational Leader, MUPL= Man Unattractive Paternalistic Leader, MUTO= Man Unattractive Task-Oriented, MURO= Man Unattractive Relationship-Oriented, MUTL= Man Unattractive Transformational Leader.

Table 5: Bivariate Correlations for leadership preference among the variables in Study 2

Variable	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.
1. Age	-												
2. Gender	.22**	-											
3. Supervisor Gender	.05	.11	-										
4. Tenure at the Current Job	.15**	.07	-.04	-									
5. Supervisor Tenure	.08	.07	.05	.50**	-								
6. Total Tenure	.82**	.24**	.06	.09	.09	-							
7. Benevolent Sexism	.16**	.19**	.08	-.04	-.02	.14*	-						
8. Hostile Sexism	.18**	.29**	.11*	.02	.13*	.18**	.54**	-					
9. WAPL Preference	-.14	-.06	.15	.00	-.07	-.06	.34**	.28**	-				
10. WATO Preference	-.17	-.06	-.06	.09	.12	.05	.22*	.12	.29**	-			
11. WARO Preference	-.19	.00	.08	-.05	.09	-.27*	.13	.23*	.30**	.05	-		
12. WATL Preference	.03	-.25*	.15	.00	-.21	-.07	-.13	-.07	.06	-.11	.27*	-	
13. WUPL Preference	-.12	.11	.31**	.19	.03	-.17	.19	.12	n.a.	n.a.	n.a.	n.a.	-

Note. *p < .05, **p < .01 Gender and supervisor gender were coded as “1” for females and “2” for males.

WAPL= Woman Attractive Paternalistic Leader, WATO= Woman Attractive Task-Oriented, WARO= Woman Attractive Relationship-Oriented, WATL= Woman Attractive Transformational Leader, WUPL= Woman Unattractive Paternalistic Leader.

Table 5: Continued

Variable	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.
14. WUTO Preference	-.05	-.09	.05	-.10	-.02	.02	-.06	.07	n.a.	n.a.	n.a.	n.a.	.14
15. WURO Preference	-.05	.05	-.02	.12	-.03	-.22	.23*	.17	n.a.	n.a.	n.a.	n.a.	.21*
16. WUTL Preference	.08	.09	.01	-.09	.04	.09	.03	.08	n.a.	n.a.	n.a.	n.a.	-.02
17. MAPL Preference	.04	-.08	.05	-.10	-.01	.05	.31**	.23*	n.a.	n.a.	n.a.	n.a.	n.a.
18. MATOPreference	.03	.00	-.08	.02	.15	.04	-.02	.09	n.a.	n.a.	n.a.	n.a.	n.a.
19. MAROPreference	-.05	.18	.04	.20	.13	.00	-.05	.02	n.a.	n.a.	n.a.	n.a.	n.a.
20. MATL Preference	-.02	-.09	.16	-.09	-.09	.00	-.12	-.07	n.a.	n.a.	n.a.	n.a.	n.a.
21. MUPL Preference	-.12	.00	.06	.07	.18	-.05	.21*	.36**	n.a.	n.a.	n.a.	n.a.	n.a.
22. MUTO Preference	-.17	-.12	.03	.11	.15	-.20	-.12	.04	n.a.	n.a.	n.a.	n.a.	n.a.
23. MURO Preference	-.11	.31**	.05	.07	.10	-.13	.01	-.05	n.a.	n.a.	n.a.	n.a.	n.a.
24. MUTL Preference	-.14	-.09	.23*	-.17	-.31**	.17	.06	-.03	n.a.	n.a.	n.a.	n.a.	n.a.

Note. *p < .05, **p < .01 Gender and supervisor gender were coded as “1” for females and “2” for males.

WUTO= Woman Unattractive Task-Oriented, WURO= Woman Unattractive Relationship-Oriented, WUTL= Woman Unattractive Transformational Leader, MAPL= Man Attractive Paternalistic Leader, MATO= Man Attractive Task-Oriented, MARO= Man Attractive Relationship-Oriented, MATL= Man Attractive Transformational Leader, MUPL= Man Unattractive Paternalistic Leader, MUTO= Man Unattractive Task-Oriented, MURO= Man Unattractive Relationship -Oriented, MUTL= Man Unattractive Transformational Leader.

Table 5: Continued

Variable	14.	15.	16.	17.	18.	19.	20.	21.	22.	23.	24.
14. WUTO Preference	-										
15. WURO Preference	-.05	-									
16. WUTL Preference	.15	-.02	-								
17. MAPL Preference	n.a.	n.a.	n.a.	-							
18. MATOPreference	n.a.	n.a.	n.a.	.01	-						
19. MAROPreference	n.a.	n.a.	n.a.	.12	.03	-					
20. MATL Preference	n.a.	n.a.	n.a.	.15	.10	.26*	-				
21. MUPL Preference	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	-			
22. MUTO Preference	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	.15	-		
23. MURO Preference	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	.23*	.19	-	
24. MUTL Preference	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	.00	.03	.24*	-

Note. *p < .05, **p < .01 Gender and supervisor gender were coded as “1” for females and “2” for males.

WUTO= Woman Unattractive Task-Oriented, WURO= Woman Unattractive Relationship-Oriented, WUTL= Woman Unattractive Transformational Leader, MAPL= Man Attractive Paternalistic Leader, MATO= Man Attractive Task-Oriented, MARO= Man Attractive Relationship-Oriented, MATL= Man Attractive Transformational Leader, MUPL= Man Unattractive Paternalistic Leader, MUTO= Man Unattractive Task-Oriented, MURO= Man Unattractive Relationship-Oriented, MUTL= Man Unattractive Transformational Leader.

7.4 HYPOTHESIS TESTING

To test whether the preference and effectiveness ratings differed between men and women managers, 8 different t-tests were run for each leadership style (PL, TL, T-O, R-O) among women and men managers. No significant difference existed in terms of PL, TL, T-O, and R-O leadership effectiveness between men ($M = 2.43$, $SD = 1.21$; $M = 4.17$, $SD = .99$; $M = 2.62$, $SD = 1.17$; $M = 3.71$, $SD = 1.16$) and women managers ($M = 2.49$, $SD = 1.23$; $M = 4.30$, $SD = .94$; $M = 2.70$, $SD = 1.25$; $M = 3.77$, $SD = 1.15$); $t(423) = .574$, $p = .57$; $t(423) = 1.38$, $p = .17$; $t(423) = .69$, $p = .49$; $t(423) = .48$, $p = .64$, respectively). Furthermore, no significant difference existed in terms of PL, TL, T-O, and R-O leadership preference between men ($M = 3.08$, $SD = 2.05$; $M = 6.12$, $SD = 1.47$; $M = 3.65$, $SD = 2.11$; $M = 5.48$, $SD = 1.91$) and women managers ($M = 3.13$, $SD = 2.19$; $M = 6.32$, $SD = 1.26$; $M = 3.81$, $SD = 2.22$; $M = 5.50$, $SD = 1.90$); $t(423) = .24$, $p = .81$; $t(423) = 1.45$, $p = .15$; $t(423) = .72$, $p = .47$; $t(423) = .11$, $p = .92$, respectively). Thus, Hypothesis 1 was not supported.

To test Hypothesis 2a, four different t-tests were run for each leadership style (PL, TL, T-O, R-O) whether the effectiveness ratings differed between attractive and unattractive women managers. No significant difference existed in terms of PL, TL, T-O, and R-O leadership effectiveness between attractive ($M = 2.60$, $SD = 1.23$; $M = 4.28$, $SD = 1.03$; $M = 2.74$, $SD = 1.23$; $M = 3.74$, $SD = 1.16$) and unattractive women managers ($M = 2.40$, $SD = 1.22$; $M = 4.32$, $SD = .85$; $M = 2.66$, $SD = 1.28$; $M = 3.80$, $SD = 1.14$); $t(206) = 1.18$, $p = .24$; $t(206) = -.30$, $p = .77$; $t(206) = .43$, $p = .67$; $t(206) = -.38$, $p = .70$, respectively). Furthermore, to test Hypothesis 2b, four different t-tests were run for each leadership style (PL, TL, T-O, R-O) whether the preference ratings differed between attractive and unattractive women managers. No significant difference existed in terms of PL, TL, T-O, and R-O leadership preference between attractive ($M = 3.25$, $SD = 2.13$; $M = 6.32$, $SD = 1.25$; $M = 3.87$, $SD = 2.14$; $M = 5.53$, $SD = 1.83$) and unattractive women managers ($M = 3.01$, $SD = 2.45$; $M = 6.33$, $SD = 1.28$; $M = 3.76$, $SD = 2.32$; $M = 5.48$, $SD = 1.97$); $t(206) = .77$, $p = .44$; $t(206) = -.04$, $p = .97$; $t(206) = .36$, $p = .72$; $t(206) = .19$, $p = .85$, respectively). Thus, hypotheses 2a and 2b were not supported.

Hypothesis 3a which proposed that there was a positive relationship of benevolent and hostile sexism with leadership effectiveness and preference ratings for PL style was supported since benevolent sexism was significantly and positively associated with leadership effectiveness and preference ratings for PL style ($r = .32$, p

< .01; $r = .25$, $p < .01$; respectively), and hostile sexism was significantly and positively associated with leadership effectiveness and preference ratings for PL style ($r = .26$, $p < .01$; $r = .24$, $p < .01$; respectively).

In order to test Hypothesis 3b, comparison of correlations from independent samples was done by transforming the correlation coefficient value (Fisher's r) to z score. The results showed that, when the leader was female, correlation between benevolent sexism and leadership effectiveness ratings for PL style ($r = .33$, $p < .01$) was not significantly higher than the correlation between hostile sexism and leadership effectiveness ratings for PL style ($r = .23$, $p < .01$; $Z = 1.13$, $p = .13$). In addition, the relationship between benevolent sexism and leadership preference for PL style ($r = .27$, $p < .01$) was not significantly higher than the relationship between hostile sexism and leadership preference ratings for PL style ($r = .21$, $p < .01$) when the leader was female ($Z = .62$, $p = .27$). Thus, Hypothesis 3b was not supported.

For female managers, benevolent sexism was positively associated with leadership effectiveness ratings and preference ratings for R-O style ($r = .16$, $p < .05$; $r = .18$, $p < .05$; respectively), and hostile sexism was also positively associated with leadership effectiveness ratings and preference ratings for R-O style ($r = .16$, $p < .05$; $r = .19$, $p < .05$; respectively). Thus, Hypothesis 4a was supported. However, since the relationships of benevolent and hostile sexism with leadership effectiveness ratings ($r = .05$, $p = .49$; $r = -.04$, $p = .57$; respectively) and preference ratings for R-O style ($r = -.02$, $p = .78$; $r = -.01$, $p = .85$; respectively) for male managers were not significant, Hypothesis 4b was not supported. Finally, since benevolent and hostile sexism were not significantly associated with leadership effectiveness ($r = -.01$, $p = .95$; $r = -.01$, $p = .85$; respectively) and preference ratings for TL style ($r = -.03$, $p = .56$; $r = -.02$, $p = .71$; respectively), Hypothesis 5 was not supported.

To answer Research Question 1, 2 (between-subjects variable: target attractiveness) x 2 (between-subjects variable: target gender) x 4 (within-subjects variable: leadership style) Mixed-Subjects ANOVA was conducted. According to the results, the interaction effect of the leader's attractiveness and gender on leadership effectiveness was not significant, $F(1, 421) = .13$, $p = .72$, $\eta^2 = .00$. Furthermore, the interaction effect of the leader's attractiveness, gender, and leadership styles on leadership effectiveness was not significant, $F(3, 1263) = .53$, $p = .65$. Additionally, to answer the Research Question 2 which examined the interaction effect of the leader's attractiveness and gender on leadership preference, 2 (between-subjects variable:

target attractiveness) x 2 (between-subjects variable: target gender) x 4 (within-subjects variable: leadership style) Mixed-Subject ANOVA was performed. According to the results, the interaction effect of the leader's attractiveness and gender on leadership preference was not significant, $F(1, 421) = .13, p = .72, \eta^2 = .00$. In addition, the interaction effect of the leader's attractiveness, gender, and leadership styles on leadership preference was not significant, $F(3, 1263) = .37, p = .78$.

However, among TL styles, effectiveness scores were significantly differentiated in terms of attractiveness level of targets. It was found that attractive TL leaders' effectiveness scores ($M = 4.31, SD = .89$) were significantly higher than unattractive TL leaders' effectiveness scores ($M = 4.15, SD = 1.04$); $\beta = -.27, 95\text{ CI} [-.52, -.013], \eta^2 = .01$.

Research Question 3 examines the association of benevolent and hostile sexism with effectiveness and preference ratings for managers with T-O leadership style. The only link between hostile sexism and effectiveness ratings for managers with T-O leadership style was significant ($r = .13, p < .01$). To determine the conditions (i.e., leader attractiveness and gender) which affect the associations of benevolent and hostile sexism on effectiveness and preference ratings for managers with T-O leadership style, a series of moderation analysis were performed using PROCESS Macro 4.0. First of all, moderating effects of leader attractiveness and gender in the associations of benevolent and hostile sexism with effectiveness for managers with T-O leadership style were investigated. The moderating effect of leader's attractiveness in the link between benevolent sexism and effectiveness for managers with T-O leadership style was found insignificant ($F(1, 421) = 2.25, \Delta R^2 = .005, p = .13$). The moderating effect of leader's gender in the aforementioned relationship was also insignificant ($F(1, 421) = 1.57, \Delta R^2 = .004, p = .21$). Similarly, the moderating role of leader's attractiveness in the link between hostile sexism and effectiveness for managers with T-O leadership style was insignificant ($F(1, 421) = .0001, \Delta R^2 = .00, p = .99$). Finally, the moderating effect of leader's gender in the aforementioned relationship was insignificant ($F(1, 421) = .0002, \Delta R^2 = .00, p = .99$).

Secondly, moderating roles of leader attractiveness and gender in the associations of benevolent and hostile sexism on preference ratings for managers with T-O leadership style were investigated. The moderating effect of leader's attractiveness in the link between benevolent sexism and preference ratings for managers with T-O leadership style was found to be insignificant ($F(1, 421) = 2.63,$

$\Delta R^2 = .006$, $p = .11$). The moderating effect of leader's gender in the aforementioned relationship was also insignificant ($F(1, 421) = 2.27$, $\Delta R^2 = .005$, $p = .13$). In addition, the moderating role of leader's attractiveness in the link between hostile sexism and preference ratings for managers with T-O leadership style was insignificant ($F(1, 421) = .18$, $\Delta R^2 = .0004$, $p = .67$). Finally, the moderating effect of leader's gender in the aforementioned relationship was also not significant ($F(1, 421) = .26$, $\Delta R^2 = .0006$, $p = .61$).



CHAPTER VIII

STUDY 2: DISCUSSION

In study 2, I aimed to shed a light on the relationship between ‘femme-fatale’ effect and the perceived leadership effectiveness and preference of women managers. Contrary to my first hypothesis, leadership effectiveness and preference ratings for women managers were not lower than leadership effectiveness and preference ratings for men managers. In the corporate, political, military, and other fields in the work-life, male privilege has been a dominant factor for leadership positions. Women continue to be underrepresented among elite leaders and senior executives, although they have higher access rates to supervisory and middle management roles. Conflicting attitudes remain to be portrayed regarding the traits of leaders and women when evaluating female leaders; on the other hand, evaluators have compatible attitudes toward the characteristics of leaders and men. This predicament generates congruity between gender roles and leadership roles. This notion may be the cause for low ratings of leadership effectiveness for women leaders (Eagly & Karau 2002). In the twenty-first century, however, it is undeniable that not only men and women are alike, but also women are equally effective leaders. Kolb (1999) and Shimanoff and Jenkins (1991) found that men’s and women’s leadership styles were more similar than dissimilar and that they were equally constructive and effective. In compliance with the aforementioned changes in women’s status in leadership roles, it was refreshing to receive similar findings from the survey participants, whose average age is 33.11 and predominantly working. Finding a decrease in gender bias regarding men and women leaders gives hope for a more egalitarian and fair work environment.

As for the femme-fatale effect, no significant difference was found in the leadership effectiveness and preference ratings for female leaders who are more attractive than female leaders who were less attractive. Various studies have shown that a person’s physical appearance influences a variety of decisions in life, including relationship selection, personnel selection, and attributed leadership abilities or leadership selection processes (Stoker et al. 2016). The aesthetic is one of the most

important components of physical appearance, and it influences how people perceive and evaluate others (Little et al. 2011). Although research findings have also shown that beauty is advantageous throughout one's life, the reality is more complicated for women at work. Women are generally overwhelmed by the perception that their advancement in the organizational hierarchy is due to unique relationships with individuals who hold the authority. This is especially challenging for attractive women (Heilman & Stopeck 1985). The beauty-is-beastly effect was introduced by Heilman and Saruwatari (1979) to describe this phenomenon. Attractive women seeking managerial positions were seen as less capable, less likely to be acknowledged for recruitment, and deserving of lesser compensation than non-attractive women, according to their findings. As inspiring as it was, the results of the present study showed no significant difference in the leadership effectiveness and preference ratings for female leaders who were more attractive than female leaders who were less attractive. These findings may create doubt on whether or not our attractiveness manipulation check was effective. However, I conducted a pilot study where I found a significant difference between attractive and non-attractive photos of both females and males. Therefore, I believe that is not the case. Of course, I also admit that the sample size ($N = 20$) of the Pilot study was small and future researchers are encouraged to increase the sample size for a more valid manipulation check. To sum up, it was encouraging and motivating to see that attractiveness does not play a leading role in women managers' effectiveness and preference ratings. As another encouraging finding regarding gender equality and competence-based, fair decision processes in contemporary work life, this result may imply that competence, effectiveness, and leadership styles women managers adopt are more important than their appearance.

Consistent with the findings in Study 1, the relationship between benevolent and hostile sexism was positively associated with both leadership effectiveness and preference ratings for PL style. Moreover, the relationship of benevolent sexism with leadership effectiveness ratings and preference for PL style was not stronger than the relationship of hostile sexism with leadership effectiveness ratings and preference ratings for PL style when the leader is female rather than male. These results show that regardless of the gender of the leader or manager, hostile and benevolent sexism equally predict perceptions of effectiveness and preferences for PL style for women and men managers. PL is characterized by patriarchal benevolence and moral integrity, as well as strong discipline and influence over others (Farh & Cheng 2000). To retain

power position, the authoritarian style entails severe regulation and control measures utilized by the paternalistic leader over subordinates (Cheng et al. 2004). Paternalism, like hostile and benevolent sexism, is an ideology or idea that allows interfering with another's autonomy in order to promote their well-being or protect them from danger - identical to a father's attitude toward his children (Ten Have & Neves 2021). Since paternalism is positively associated with traditionalism and conservatism (Göncü 2014) and sexist attitudes are mostly adopted by people who score high on conservatism and authority-approving attitudes such as right-wing authoritarianism, a positive correlation between PL and sexism was an expected finding. Supporting both benevolent and hostile sexist beliefs; men are more likely to emerge and be endorsed as leaders, especially for jobs with relatively masculine definitions. Moreover, males are more likely to be thought of and emerge as leaders when they act highly confidently and assertively (Ridgeway 2001). In fact, in an article titled "What is skill for the male is luck for the female" Deaux and her colleagues (1976) demonstrated that a woman is seen as less skillful than a man even when they are equally successful at a male sex-typed task. Although women managers were not found to be less effective and preferable than male managers and that femme-fatale effect did not have a significant effect on women managers' effectiveness and preference ratings, both hostile and benevolent sexism as individual-level variables are likely to be positively associated with traditionalism and conservatism as well as the endorsement of PL style. However, there are very few research focusing on the relationship of sexism with perceptions of effectiveness and preference for PL style in which the target leader is female. Future researchers are encouraged to broaden the scope of the present study and examine the underlying psychological mechanisms involved in the above-mentioned relationships.

Compatible with the gender role congruency theory (Rojahn & Willemsen 1994), both benevolent sexism and hostile sexism were positively associated with both leadership effectiveness ratings and preference ratings for R-O style for female managers. Gender roles influence leadership behavior in organizations; female leaders' behavior is perceived to be more interpersonally oriented, inclusive, and cooperative whereas male leaders' behavior is perceived to be more task-oriented and autocratic. Furthermore, because the female gender role is more incongruent with normal leader roles than the male gender role, it may be more difficult for women than men to display more agentic leadership styles (Eagly & Schmidt 2001). Evaluators' definition of an effective and preferable leader for women managers was supported in our study due

to its' compliance with expected gender roles. In contrast, benevolent and hostile sexism was not negatively associated with both leadership effectiveness ratings and preference ratings for R-O style for male managers. This unconventional result was promising by attributing more importance to communication and relationships in work-life regardless of the gender of the leader and gender role congruency as well as compliance with the gender stereotypes might be somewhat left behind at least for male managers.

Transformational leaders set very high standards for themselves and position themselves as mentors by earning their followers' confidence and trust. They also set long-term objectives and devise strategies to accomplish them. Even when the organization they represent is likely to succeed, transformational leaders innovate because they are skeptical of the status quo (Eagly & Schmidt 2001). In one of the few studies investigating the direct and indirect relationships of hostile and benevolent sexism with leadership style preferences, Göncü (2014) showed that both benevolent sexism and hostile sexism were positively associated with right-wing authoritarianism. Moreover, the author found that hostile sexism was negatively related to preference for TL style via its positive effects on right-wing authoritarianism independent of the job context (i.e., political, military, business) among Turkish university students. In contrast, the present study showed that the relationships of benevolent and hostile sexism with both leadership effectiveness and preference ratings for TL style were not significant. This contrary and unexpected finding may stem from the fact that the context was explicitly defined as "business". Moreover, contrary to Göncü's (2014) study in which the sample was university students, participants in the present study were working adults who have moderate-to-high organizational tenure. Since these individuals are likely to have enough experience in business settings, they are likely to be aware of the positive implications of TL style in the work context. Therefore, their sexist attitudes may not have significantly affected their effectiveness and preference ratings regarding TL style. Yet, future studies may benefit from investigating the moderating effects of the context of the leadership (i.e., business, politics, military, religion) on the relationship of sexism with perceptions of and preference for TL style.

As research questions, the interaction effect of gender and attractiveness on the effectiveness and preference of all four of the leadership styles was examined and the analyzed interaction effects were not significant. However, attractive transformational leaders were evaluated as more effective than unattractive transformational leaders.

Perhaps one reason for this result may stem from the similarity between being charismatic and attractive (Carless 1998). Especially for TL style, being charismatic is one of the key components of the leader, thus being charismatic and attractive might have been intertwined for the evaluators' perception.

On the second part of the research questions, the effects of sexism on the perceived leadership effectiveness and preference ratings for T-O leadership style were analyzed. Only the association between hostile sexism and T-O leadership style effectiveness ratings was found to be positively correlated. This result was consistent with the definition of hostile sexism being rigid, traditional, masculine, and aggressive and T-O leadership qualities being as well rigid, masculine, and agentic (Yukl 2010). Furthermore, moderating roles of attractiveness and the leader gender were not significant in the associations of hostile and benevolent sexism with perceived effectiveness and preference for T-O leaders. Taking the finding that hostile sexism was positively associated with effectiveness ratings for T-O leadership style into consideration, it is plausible to suggest that there may be other moderators (i.e., other than leader attractiveness and gender) which enhance or weaken the relationship between hostile sexism and perceived leadership effectiveness of T-O leaders. To illustrate, masculinity/femininity of the job as well as the sector may moderate these relationships. More specifically, employees who score high on hostile sexism may be more likely to perceive T-O leaders as more effective when they work in masculine jobs and male-dominated sectors. Future studies are needed for exploring the moderating individual-level and situational variables involved in the relationships of evaluators' sexism tendencies with their effectiveness perceptions and preferences for T-O leadership style.

researchers for their attempts in examining leadership and gender issues as well as their efforts in improving women's status in workplace.



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BÖLÜM 1: (DEMOGRAFİK BİLGİ FORMU)

1. Cinsiyetiniz:

- Kadın
- Erkek

2. Yaşınız: _____

3. Öğrenci iseniz:

- Okuduğunuz Üniversite
- Bölümünüz

Çalışıyor iseniz:

4. Mesleğiniz: _____

5. Kaç yıldır mevcut görevinizde çalışıyorsunuz? (1 yıldan az ise lütfen ay olarak belirtiniz)

6. Şu anda bağlı olduğunuz yöneticinizle kaç yıldır birlikte çalışıyorsunuz? (1 yıldan az ise lütfen ay olarak belirtiniz)

7. Yöneticinizin Cinsiyeti

- Kadın
- Erkek

8. Yöneticinizin Yaşı:

9. Çalıştığımız Sektör:

10. İşiniz

- Yarı Zamanlı (Part Time)
- Tam Zamanlı (Full time)

11. Kontrat Türünüz

- Kadrolu
- Sözleşmeli

12. Eğitim Düzeyiniz

- İlköğretim
- Lise
- Yüksek Okul
- Üniversite
- Yüksek Lisans
- Doktora

13. Annenizin eğitim seviyesi?

- İlkokul
- Ortaokul
- Lise
- Lisans
- Yüksek Lisans
- Doktora

14. Babanızın eğitim seviyesi?

- İlkokul
- Ortaokul
- Lise
- Lisans
- Yüksek Lisans
- Doktora

BÖLÜM 2: (TOPLUMSAL CİNSİYETÇİLİK ÖLÇEĞİ)

Lütfen her bir ifade ile ne derece hemfikir olup olmadığınızı verilen ölçekteki sayılardan uygun olanı ifadenin yanındaki boşluğa yazarak belirtiniz.

1	2	3	4	5	6
Hiç katılmıyorum	Oldukça katılmıyorum	Birazcık katılmıyorum	Birazcık katılıyorum	Oldukça katılıyorum	Çok katılıyorum
1. Ne kadar başarılı olursa olsun bir kadının sevgisine sahip olmadıkça bir erkek gerçek anlamda bütün bir insan olamaz.					
2. Gerçekte birçok kadın “eşitlik” arıyoruz maskesi altında işe alınmalarda kendilerinin kayırılması gibi özel muameleler arıyorlar.					
3. Bir felaket durumunda kadınlar erkeklerden önce kurtarılmalıdır.					
4. Birçok kadın masum söz veya davranışları cinsel ayrımcılık olarak yorumlamaktadır.					
5. Kadınlar çok çabuk alınırlar.					
6. Karşı cinsten biri ile romantik ilişki olmaksızın insanlar hayatta gerçekten mutlu olamazlar.					
7. Feministler gerçekte kadınların erkeklerden daha fazla güce sahip olmalarını istemektedirler.					
8. Birçok kadın çok az erkekte olan bir saflığa sahiptir.					
9. Kadınlar erkekler tarafından el üstünde tutulmalı ve korunmalıdır.					
10. Birçok kadın erkeklerin kendileri için yaptıklarına tamamen minnettar olmamaktadırlar.					
11. Kadınlar erkekler üzerinde kontrolü sağlayarak güç kazanmak hevesindedirler.					
12. Her erkeğin hayatında hayran olduğu bir kadın olmalıdır.					
13. Erkekler kadınsız eksiktirler.					
14. Kadınlar işyerlerindeki problemleri abartmaktadırlar.					
15. Bir kadın bir erkeğin bağlılığını kazandıktan sonra genellikle o erkeğe sıkı bir yular takmaya çalışır.					
16. Adaletli bir yarışmada kadınlar erkeklere karşı kaybettikleri zaman tipik olarak kendilerinin ayrımcılığa maruz kaldıklarından yakınırırlar.					
17. İyi bir kadın erkeği tarafından yüceltilmelidir.					
18. Erkeklere cinsel yönden yaklaşılabilir olduklarını gösterircesine şakalar yapıp daha sonra erkeklerin tekliflerini reddetmekten zevk alan birçok kadın vardır.					
19. Kadınlar erkeklerden daha yüksek ahlaki duyarlılığa sahip olma eğilimindedirler.					
20. Erkekler hayatlarındaki kadına mali yardım sağlamak için kendi rahatlarını gönüllü olarak feda etmelidirler.					
21. Feministler erkeklere makul olmayan istekler sunmaktadırlar.					
22. Kadınlar erkeklerden daha ince bir kültür anlayışına ve zevkine sahiptirler.					

BÖLÜM 3: (LİDERLİK TİPİ TANIMLARI ÖLÇEKLERİ)

Yönergeler:Lütfen **İŞ YAŞAMINDA BİR YÖNETİCİYİ** ve sahip olması gerektiğini düşündüğünüz nitelikleri düşününüz. Daha ayrıntılı olarak, **BİR İŞ BİRİMİ YÖNETİCİSİNİN** sahip olması gerektiğini düşündüğünüz kişilik özelliklerini, davranışlarını, vasıflarını ve niteliklerini yansıtan her şeyi düşününüz.

Aşağıda 4 farklı hayali kadın yöneticinin ifadeleri yer almaktadır. Lütfen her bir yöneticiyi aşağıda verilen:

a) 1 ve 7 arasında değişen ‘1 = **KESİNLİKLE TERCİH ETMEM**, 7 = **KESİNLİKLE TERCİH EDERİM**’ ölçeğini kullanarak değerlendiriniz.

b) Verilen 5 maddelik diğer ölçeği kullanarak değerlendiriniz.

A) Babacan Lider

Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü iş yerinde aile atmosferini oluşturmak benim için önem taşır. Çalışanlarımı bir aile büyüğü gibi davranmaya çalışırım. Her bir çalışanımı yakından tanırım ve çalışanlarımı iş ve özel hayatlarındaki durumları ile içtenlikle ilgilenirim. Çalışanlarımın düğün ve cenaze gibi önemli törenlerinde bulunmaya çalışırım, onlara öğüt verir ve onların kişisel problemlerinde maddi ve manevi desteğimi esirgemem. Çalışanlarım bilirler ki onlardan sadakat ve hürmet beklerim ve gerektiğinde çalışanların kurumun iyiliği için kişisel fedakârlıklar yapmaya istekli olmalarını beklerim. Son olarak, iş yerinde hiyerarşik bir düzen ve buna uygun olarak davranışlar beklerim. Başarılı bir lider ve yönetici olduğuma inanmamın başka bir sebebi çalışanlarım için en iyi olanın ne olduğunu bilmem ve hiç kimsenin iş yerinde benim otoritemi sorgulamasına fırsat verecek durumlar yaratmamamdır.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
1. Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
2. Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
3. Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
4. Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
5. Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

B) Görev Odaklı Lider

Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü en büyük önemi görevlerin tamamlanmasına veririm. Çalışanlarımın sahip oldukları becerilerle görevlerini en iyi şekilde yerine getirebilmeleri için onlara rehberlik ederim, görevlerini yapılandırmalarını sağlar ve gerekli kaynakları sunarım. Çalışanlarımla olan ilişkilere ve onları ne şekilde motive edeceğime odaklanmak yerine görev odaklıyım. İş yerinde düzeni sağlar, çalışanlarımın performans hedeflerini koymalarına ve yüksek performans göstermelerine yardım ederim. Bu şekilde, çalışanlarıma kişisel başarılarını kişiler arası ilişkilerden ya da çalışma grubunun uyumundan daha fazla önemseydiğimin mesajını veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

C) İlişki Odaklı Lider

Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü çalışanlarımla olan kişisel ilişkilere odaklıyım. Çalışanlarımla iyi ilişkiler kurmak ve devam ettirmek en büyük önceliğimdir. Çalışanlarıma nazik davranırım, onlara saygı duyar ve aramızdaki ilişkiyi korumaya çalışırım. İş yerinde çalışanlarımla olan iletişimi önemser ve her söylediklerini dinlerim. Çalışanlarıma ve yaptıkları işlere güvenirim. Kuruma olan katkıları için çalışanlarıma takdir eder ve bu katkılarından dolayı onları ödüllendiririm. Kişiler arası ilişkilere ve bu ilişkilerdeki uyuma, iş performansından daha fazla vurgu yapar ve önem veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

D) Dönüşümcü Lider

Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü bir görev ve vizyon duygum vardır. Çalışanlarımın kuruma aidiyet hislerini geliştirmeye çalışırım. Çalışanlarımı misyon ve vizyonun tanımladığı hedeflere ulaşmaları için ekstra çaba sarf etmeleri konusunda cesaretlendiririm. Çalışanlarımın kişisel gelişimlerine ve özgüvenlerine katkıda bulunmaya çalışırım. Zorlayıcı problemlerin çözümünde yeni yaklaşımlar üstlenmeleri için çalışanlarımı cesaretlendiririm ve gerekli olan özgün ve inovatif yollar geliştirmeleri için onları yönlendirir ve motive ederim. Lider olarak çalışanlarımın morallerini yükseltmeye ve onları umutlandırmaya çalışırım. Etkileyici ve motive edici konuşmalar yaparım. Bu yolla çalışanlarımı hem kişisel gelişimleri hem de çalışma grubunun gelişimi için harekete geçme konusunda teşvik ederim.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				


APPENDICES


APPENDIX B


PILOT STUDY SURVEY


Sayın katılımcı,

Aşağıda 4 farklı kişinin fotoğrafları yer almaktadır. Lütfen her bir fotoğrafı inceleyip, fotoğraftaki bireyin fiziksel çekicilik derecesini sunulan 7 basamaklı ölçeği kullanarak değerlendiriniz.

	1	2	3	4	5	6	7
	Hiç çekici değil		→				Son derece çekici

	1	2	3	4	5	6	7
	Hiç çekici değil		→				Son derece çekici

	1	2	3	4	5	6	7
	Hiç çekici değil		→				Son derece çekici

	1	2	3	4	5	6	7
	Hiç çekici değil		→				Son derece çekici

Yaşınız:

Cinsiyetiniz:

- Kadın
- Erkek

Çalışmamıza katıldığınız için çok teşekkür ederiz.

BÖLÜM 1: (TOPLUMSAL CİNSİYETÇİLİK ÖLÇEĞİ)

Lütfen her bir ifade ile ne derece hemfikir olup olmadığınızı verilen ölçekteki sayılardan uygun olanı ifadenin yanındaki boşluğa yazarak belirtiniz.

1	2	3	4	5	6
Hiç katılmıyorum	Oldukça katılmıyorum	Birazcık katılmıyorum	Birazcık katılıyorum	Oldukça katılıyorum	Çok katılıyorum
1. Ne kadar başarılı olursa olsun bir kadının sevgisine sahip olmadıkça bir erkek gerçek anlamda bütün bir insan olamaz.					
2. Gerçekte birçok kadın “eşitlik” arıyoruz maskesi altında işe alınmalarda kendilerinin kayırılması gibi özel muameleler arıyorlar.					
3. Bir felaket durumunda kadınlar erkeklerden önce kurtarılmalıdır.					
4. Birçok kadın masum söz veya davranışları cinsel ayrımcılık olarak yorumlamaktadır.					
5. Kadınlar çok çabuk alınırlar.					
6. Karşı cinsten biri ile romantik ilişki olmaksızın insanlar hayatta gerçekten mutlu olamazlar.					
7. Feministler gerçekte kadınların erkeklerden daha fazla güce sahip olmalarını istemektedirler.					
8. Birçok kadın çok az erkekte olan bir saflığa sahiptir.					
9. Kadınlar erkekler tarafından el üstünde tutulmalı ve korunmalıdır.					
10. Birçok kadın erkeklerin kendileri için yaptıklarına tamamen minnettar olmamaktadırlar.					
11. Kadınlar erkekler üzerinde kontrolü sağlayarak güç kazanmak hevesindedirler.					
12. Her erkeğin hayatında hayran olduğu bir kadın olmalıdır.					
13. Erkekler kadınsız eksiktirler.					
14. Kadınlar işyerlerindeki problemleri abartmaktadırlar.					
15. Bir kadın bir erkeğin bağlılığını kazandıktan sonra genellikle o erkeğe sıkı bir yular takmaya çalışır.					
16. Adaletli bir yarışmada kadınlar erkeklere karşı kaybettikleri zaman tipik olarak kendilerinin ayrımcılığa maruz kaldıklarından yakınırırlar.					
17. İyi bir kadın erkeği tarafından yüceltilmelidir.					
18. Erkekler cinsel yönden yaklaşılabilir olduklarını gösterircesine şakalar yapıp daha sonra erkeklerin tekliflerini reddetmekten zevk alan birçok kadın vardır.					
19. Kadınlar erkeklerden daha yüksek ahlaki duyarlılığa sahip olma eğilimindedirler.					
20. Erkekler hayatlarındaki kadına mali yardım sağlamak için kendi rahatlarını gönüllü olarak feda etmelidirler.					
21. Feministler erkeklere makul olmayan istekler sunmaktadırlar.					
22. Kadınlar erkeklerden daha ince bir kültür anlayışına ve zevkine sahiptirler.					

BÖLÜM 2: (LİDERLİK TİPİ TANIMLARI ÖLÇEKLERİ)

(ÇEKİCİ ERKEK KOŞULU)

Yönergeler:Lütfen **İŞ YAŞAMINDA BİR YÖNETİCİYİ** ve sahip olması gerektiğini düşündüğünüz nitelikleri düşününüz. Daha ayrıntılı olarak, **BİR İŞ BİRİMİ YÖNETİCİSİNİN** sahip olması gerektiğini düşündüğünüz kişilik özelliklerini, davranışlarını, vasıflarını ve niteliklerini yansıtan her şeyi düşününüz.

Aşağıda 4 farklı erkek yöneticinin ifadeleri yer almaktadır. Lütfen her bir yöneticiyi aşağıda verilen:

a. 1 ve 7 arasında değişen ‘1 = **KESİNLİKLE TERCİH ETMEM**, 7 = **KESİNLİKLE TERCİH EDERİM**’ ölçeğini kullanarak değerlendiriniz.

b. Verilen 5 maddelik diğer ölçeği kullanarak değerlendiriniz.

A) Babacan Lider

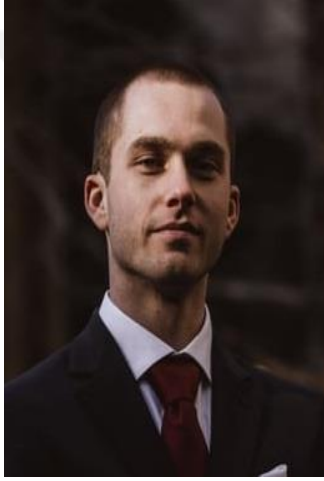


Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü iş yerinde aile atmosferini oluşturmak benim için önem taşır. Çalışanlarıma bir aile büyüğü gibi davranmaya çalışırım. Her bir çalışanımı yakından tanırım ve çalışanlarımı iş ve özel hayatlarındaki durumları ile içtenlikle ilgilenirim. Çalışanlarımın düğün ve cenaze gibi önemli törenlerinde bulunmaya çalışırım, onlara öğüt verir ve onların kişisel problemlerinde maddi ve manevi desteğimi esirgemem. Çalışanlarım bilirler ki onlardan sadakat ve hürmet beklerim ve gerektiğinde çalışanların kurumun iyiliği için kişisel fedakârlıklar yapmaya istekli olmalarını beklerim. Son olarak, iş yerinde hiyerarşik bir düzen ve buna uygun olarak davranışlar beklerim. Başarılı bir lider ve yönetici olduğuma inanmamın başka bir sebebi çalışanlarım için en iyi olanın ne olduğunu bilmem ve hiç kimsenin iş yerinde benim otoritemi sorgulamasına fırsat verecek durumlar yaratmamamdır.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

B)Görev Odaklı Lider

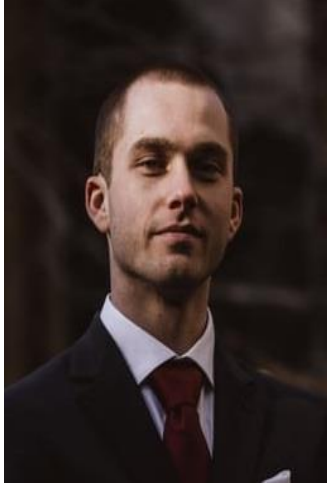


Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü en büyük önemi görevlerin tamamlanmasına veririm. Çalışanlarımın sahip oldukları becerilerle görevlerini en iyi şekilde yerine getirebilmeleri için onlara rehberlik ederim, görevlerini yapılandırmalarını sağlar ve gerekli kaynakları sunarım. Çalışanlarımla olan ilişkilere ve onları ne şekilde motive edeceğime odaklanmak yerine görev odaklıyım. İş yerinde düzeni sağlar, çalışanlarımın performans hedeflerini koymalarına ve yüksek performans göstermelerine yardım ederim. Bu şekilde, çalışanlarıma kişisel başarılarını kişiler arası ilişkilerden ya da çalışma grubunun uyumundan daha fazla önemseydiğimin mesajını veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

C) İlişki Odaklı Lider



Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü çalışanlarımla olan kişisel ilişkilerime odaklıyım. Çalışanlarımla iyi ilişkiler kurmak ve devam ettirmek en büyük önceliğimdir. Çalışanlarıma nazik davranırım, onlara saygı duyar ve aramızdaki ilişkiyi korumaya çalışırım. İş yerinde çalışanlarımla olan iletişimi önemser ve her söylediklerini dinlerim. Çalışanlarıma ve yaptıkları işlere güvenirim. Kuruma olan katkıları için çalışanlarıma takdir eder ve bu katkılarından dolayı onları ödüllendiririm. Kişiler arası ilişkilere ve bu ilişkilerdeki uyuma, iş performansından daha fazla vurgu yapar ve önem veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurum.				
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Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

D) Dönüşümcü Lider



Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü bir görev ve vizyon duygum vardır. Çalışanlarımın kuruma aidiyet hislerini geliştirmeye çalışırım. Çalışanlarımı misyon ve vizyonun tanımladığı hedeflere ulaşmaları için ekstra çaba sarf etmeleri konusunda cesaretlendiririm. Çalışanlarımın kişisel gelişimlerine ve özgüvenlerine katkıda bulunmaya çalışırım. Zorlayıcı problemlerin çözümünde yeni yaklaşımlar üstlenmeleri için çalışanlarımı cesaretlendiririm ve gerekli olan özgün ve inovatif yollar geliştirmeleri için onları yönlendirir ve motive ederim. Lider olarak çalışanlarımın morallerini yükseltmeye ve onları umutlandırmaya çalışırım. Etkileyici ve motive edici konuşmalar yaparım. Bu yolla çalışanlarımı hem kişisel gelişimleri hem de çalışma grubunun gelişimi için harekete geçme konusunda teşvik ederim.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

BÖLÜM 2: (LİDERLİK TİPİ TANIMLARI ÖLÇEKLERİ) (ÇEKİCİ OLMAYAN ERKEK KOŞULU)

Yönergeler:Lütfen **İŞ YAŞAMINDA BİR YÖNETİCİYİ** ve sahip olması gerektiğini düşündüğünüz nitelikleri düşününüz. Daha ayrıntılı olarak, **BİR İŞ BİRİMİ YÖNETİCİSİNİN** sahip olması gerektiğini düşündüğünüz kişilik özelliklerini, davranışlarını, vasıflarını ve niteliklerini yansıtan her şeyi düşününüz.

Aşağıda 4 farklı erkek yöneticinin ifadeleri yer almaktadır. Lütfen her bir yöneticiyi aşağıda verilen:

a) 1 ve 7 arasında değişen '**1 = KESİNLİKLE TERCİH ETMEM, 7 = KESİNLİKLE TERCİH EDERİM**' ölçeğini kullanarak değerlendiriniz.

b) Verilen 5 maddelik diğer ölçeği kullanarak değerlendiriniz.

A) Babacan Lider



Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü iş yerinde aile atmosferini oluşturmak benim için önem taşır. Çalışanlarıma bir aile büyüğü gibi davranmaya çalışırım. Her bir çalışanımı yakından tanırım ve çalışanlarımı iş ve özel hayatlarındaki durumları ile içtenlikle ilgilenirim. Çalışanlarımın düğün ve cenaze gibi önemli törenlerinde bulunmaya çalışırım, onlara öğüt verir ve onların kişisel problemlerinde maddi ve manevi desteğimi esirgemem. Çalışanlarım bilirler ki onlardan sadakat ve hürmet beklerim ve gerektiğinde çalışanların kurumun iyiliği için kişisel fedakârlıklar yapmaya istekli olmalarını beklerim. Son olarak, iş yerinde hiyerarşik bir düzen ve buna uygun olarak davranışlar beklerim. Başarılı bir lider ve yönetici olduğuma inanmamın başka bir sebebi çalışanlarım için en iyi olanın ne olduğunu bilmem ve hiç kimsenin iş yerinde benim otoritemi sorgulamasına fırsat verecek durumlar yaratmamamdır.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

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Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
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Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

B) Görev Odaklı Lider



Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü en büyük önemi görevlerin tamamlanmasına veririm. Çalışanlarımın sahip oldukları becerilerle görevlerini en iyi şekilde yerine getirebilmeleri için onlara rehberlik ederim, görevlerini yapılandırmalarını sağlar ve gerekli kaynakları sunarım. Çalışanlarımla olan ilişkilere ve onları ne şekilde motive edeceğime odaklanmak yerine görev odaklıyım. İş yerinde düzeni sağlar,

çalışanlarımın performans hedeflerini koymalarına ve yüksek performans göstermelerine yardım ederim. Bu şekilde, çalışanlarıma kişisel başarılarını kişiler arası ilişkilerden ya da çalışma grubunun uyumundan daha fazla önemseydiğimin mesajını veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

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Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
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Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

C) İlişki Odaklı Lider



Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü çalışanlarımla olan kişisel ilişkilere odaklıyım. Çalışanlarımla iyi ilişkiler kurmak ve devam ettirmek en büyük önceliğimdir. Çalışanlarıma nazik davranırım, onlara saygı duyar ve aramızdaki ilişkiyi korumaya çalışırım. İş yerinde çalışanlarımla olan iletişimi önemser ve her söylediklerini dinlerim. Çalışanlarıma ve yaptıkları işlere güvenirim.

Kuruma olan katkıları için çalışanlarıma takdir eder ve bu katkılarından dolayı onları ödüllendiririm. Kişiler arası ilişkilere ve bu ilişkilerdeki uyuma, iş performansından daha fazla vurgu yapar ve önem veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

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Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
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Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

D) Dönüşümcü Lider



Merhaba, ismim Mehmet. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü bir görev ve vizyon duygum vardır. Çalışanlarımla kuruma aidiyet hislerini geliştirmeye çalışırım. Çalışanlarıma misyon ve vizyonun tanımladığı hedeflere ulaşmaları için ekstra çaba sarf etmeleri konusunda cesaretlendiririm. Çalışanlarımla kişisel gelişimlerine ve özgüvenlerine katkıda bulunmaya çalışırım. Zorlayıcı problemlerin

çözümünde yeni yaklaşımlar üstlenmeleri için çalışanlarıma cesaretlendiririm ve gerekli olan özgün ve inovatif yollar geliştirmeleri için onları yönlendirir ve motive

ederim. Lider olarak çalışanlarımın morallerini yükseltmeye ve onları umutlandırmaya çalışırım. Etkileyici ve motive edici konuşmalar yaparım. Bu yolla çalışanlarımı hem kişisel gelişimleri hem de çalışma grubunun gelişimi için harekete geçme konusunda teşvik ederim.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
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Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

BÖLÜM 2: (LİDERLİK TİPİ TANIMLARI ÖLÇEKLERİ) (ÇEKİCİ KADIN KOŞULU)

Yönergeler: Lütfen **İŞ YAŞAMINDA BİR YÖNETİCİYİ** ve sahip olması gerektiğini düşündüğünüz nitelikleri düşününüz. Daha ayrıntılı olarak, **BİR İŞ BİRİMİ YÖNETİCİSİNİN** sahip olması gerektiğini düşündüğünüz kişilik özelliklerini, davranışlarını, vasıflarını ve niteliklerini yansıtan her şeyi düşününüz.

Aşağıda 4 farklı erkek yöneticinin ifadeleri yer almaktadır. Lütfen her bir yöneticiyi aşağıda verilen:

a) 1 ve 7 arasında değişen '**1 = KESİNLİKLE TERCİH ETMEM, 7 = KESİNLİKLE TERCİH EDERİM**' ölçeğini kullanarak değerlendiriniz.

b) Verilen 5 maddelik diğer ölçeği kullanarak değerlendiriniz.

A) Babacan Lider



c) **Merhaba, ismim Aysun.** Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü iş yerinde aile atmosferini oluşturmak benim için önem taşır. Çalışanlarıma bir aile büyüğü gibi davranmaya çalışırım. Her bir çalışanımı yakından tanırım ve çalışanlarımla iş ve özel hayatlarındaki durumları ile içtenlikle ilgilenirim. Çalışanlarımla düğün ve cenaze gibi önemli törenlerinde bulunmaya çalışırım, onlara öğüt verir ve onların kişisel problemlerinde maddi ve manevi desteğimi esirgemem. Çalışanlarımla bilirler ki onlardan sadakat ve hürmet beklerim ve gerektiğinde

çalışanların kurumun iyiliği için kişisel fedakârlıklar yapmaya istekli olmalarını beklerim. Son olarak, iş yerinde hiyerarşik bir düzen ve buna uygun olarak davranışlar beklerim. Başarılı bir lider ve yönetici olduğuma inanmamın başka bir sebebi çalışanlarımla için en iyi olanın ne olduğunu bilmem ve hiç kimsenin iş yerinde benim otoritemi sorgulamasına fırsat verecek durumlar yaratmamamdır.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
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Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
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Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

B) Görev Odaklı Lider



d) Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü en büyük önemi görevlerin tamamlanmasına veririm. Çalışanlarımın sahip oldukları becerilerle görevlerini en iyi şekilde yerine getirebilmeleri için onlara rehberlik ederim, görevlerini yapılandırmalarını sağlar ve gerekli kaynakları sunarım. Çalışanlarımla olan ilişkilere ve onları ne şekilde motive edeceğime odaklanmak yerine görev odaklıyım. İş yerinde düzeni sağlar, çalışanlarımın performans hedeflerini koymalarına ve yüksek performans göstermelerine yardım ederim. Bu şekilde, çalışanlarıma kişisel başarılarını kişiler arası ilişkilerden ya da çalışma grubunun uyumundan daha fazla önemseydiğimin mesajını veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
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Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
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Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

C) İlişki Odaklı Lider



e) **Merhaba, ismim Aysun.** Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü çalışanlarımla olan kişisel ilişkilere odaklıyım. Çalışanlarımla iyi ilişkiler kurmak ve devam ettirmek en büyük önceliğimdir. Çalışanlarıma nazik davranırım, onlara saygı duyar ve aramızdaki ilişkiyi korumaya çalışırım. İş yerinde çalışanlarımla olan iletişimi önemser ve her söylediklerini dinlerim. Çalışanlarıma ve yaptıkları işlere güvenirim. Kuruma olan katkıları için çalışanları takdir eder ve bu katkılarından dolayı onları ödüllendiririm. Kişiler arası ilişkilere ve bu ilişkilerdeki uyuma, iş performansından daha fazla vurgu yapar ve önem veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
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Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

D) Dönüřümcü Lider



f) **Merhaba, ismim Aysun.** Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü bir görev ve vizyon duygum vardır. Çalışanlarımın kuruma aidiyet hislerini geliřtirmeye çalışırım. Çalışanlarımı misyon ve vizyonun tanımladığı hedeflere ulaşmaları için ekstra çaba sarf etmeleri konusunda cesaretlendiririm. Çalışanlarımın kişisel gelişimlerine ve özgüvenlerine katkıda bulunmaya çalışırım. Zorlayıcı problemlerin çözümünde yeni yaklaşımlar üstlenmeleri için çalışanlarımı cesaretlendiririm ve gerekli olan özgün ve inovatif yollar geliřtirmeleri için onları yönlendirir ve motive ederim. Lider olarak çalışanlarımın morallerini yükseltmeye ve onları umutlandırmaya çalışırım. Etkileyici ve motive edici konuşmalar yaparım. Bu yolla çalışanlarımı hem kişisel gelişimleri hem de çalışma grubunun gelişimi için harekete geçme konusunda teşfik ederim.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
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BÖLÜM 2: (LİDERLİK TİPİ TANIMLARI ÖLÇEKLERİ) (ÇEKİCİ OLMAYAN KADIN KOŞULU)

Yönergeler: Lütfen **İŞ YAŞAMINDA BİR YÖNETİCİYİ** ve sahip olması gerektiğini düşündüğünüz nitelikleri düşününüz. Daha ayrıntılı olarak, **BİR İŞ BİRİMİ YÖNETİCİSİNİN** sahip olması gerektiğini düşündüğünüz kişilik özelliklerini, davranışlarını, vasıflarını ve niteliklerini yansıtan her şeyi düşününüz.

Aşağıda 4 farklı erkek yöneticinin ifadeleri yer almaktadır. Lütfen her bir yöneticiyi aşağıda verilen:

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b) Verilen 5 maddelik diğer ölçeği kullanarak değerlendiriniz.

A) Babacan Lider



Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü iş yerinde aile atmosferini oluşturmak benim için önem taşır. Çalışanlarıma bir aile büyüğü gibi davranmaya çalışırım. Her bir çalışanımı yakından tanırım ve çalışanları iş ve özel hayatlarındaki durumları ile içtenlikle ilgilenirim. Çalışanlarımdan düğün ve cenaze gibi önemli törenlerinde bulunmaya çalışırım, onlara öğüt verir ve onların kişisel problemlerinde maddi ve manevi desteğimi esirgemem. Çalışanlarım bilirler ki onlardan sadakat ve hürmet beklerim ve gerektiğinde çalışanların kurumun iyiliği için kişisel fedakârlıklar yapmaya istekli olmalarını beklerim. Son olarak, iş yerinde hiyerarşik bir düzen ve buna uygun olarak davranışlar beklerim. Başarılı bir lider ve yönetici olduğuma inanmamın başka bir sebebi çalışanlarım için en iyi olanın ne olduğunu bilmem ve hiç kimsenin iş yerinde benim otoritemi sorgulamasına fırsat verecek durumlar yaratmamamdır.

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B) Görev Odaklı Lider



Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü en büyük önemi görevlerin tamamlanmasına veririm. Çalışanlarımın sahip oldukları becerilerle görevlerini en iyi şekilde yerine getirebilmeleri için onlara rehberlik ederim, görevlerini yapılandırmalarını sağlar ve gerekli kaynakları sunarım. Çalışanlarımla olan ilişkilere ve onları ne şekilde motive edeceğime odaklanmak yerine görev odaklıyım. İş yerinde düzeni sağlar, çalışanlarımın performans hedeflerini koymalarına ve yüksek performans göstermelerine yardım ederim. Bu

şekilde, çalışanlarıma kişisel başarılarını kişiler arası ilişkilerden ya da çalışma grubunun uyumundan daha fazla önemseydiğimin mesajını veririm.

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Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

C) İlişki Odaklı Lider



Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü çalışanlarımla olan kişisel ilişkilerime odaklıyım. Çalışanlarımla iyi ilişkiler kurmak ve devam ettirmek en büyük önceliğimdir. Çalışanlarıma nazik davranırım, onlara saygı duyar ve aramızdaki ilişkiyi korumaya çalışırım. İş yerinde çalışanlarımla olan iletişimi önemser ve her söylediklerini dinlerim. Çalışanlarıma ve yaptıkları işlere güvenirim. Kuruma olan katkıları için çalışanları takdir eder ve bu katkılarından dolayı onları ödüllendiririm. Kişiler arası ilişkilere ve bu ilişkilerdeki uyuma, iş performansından daha fazla vurgu yapar ve önem veririm.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

D) Dönüşümcü Lider



Merhaba, ismim Aysun. Kendimi başarılı bir lider ve yönetici olarak görüyorum çünkü bir görev ve vizyon duygum vardır. Çalışanlarımın kuruma aidiyet hislerini geliştirmeye çalışırım. Çalışanlarımı misyon ve vizyonun tanımladığı hedeflere ulaşmaları için ekstra çaba sarf etmeleri konusunda cesaretlendiririm. Çalışanlarımın kişisel gelişimlerine ve özgüvenlerine katkıda bulunmaya çalışırım. Zorlayıcı problemlerin çözümünde yeni yaklaşımlar üstlenmeleri için çalışanlarımı cesaretlendiririm

ve gerekli olan özgün ve inovatif yollar geliştirmeleri için onları yönlendirir ve motive ederim. Lider olarak çalışanlarımın morallerini yükseltmeye ve onları umutlandırmaya çalışırım. Etkileyici ve motive edici konuşmalar yaparım. Bu yolla çalışanlarımı hem kişisel gelişimleri hem de çalışma grubunun gelişimi için harekete geçme konusunda teşvik ederim.

Kesinlikle tercih etmem						Kesinlikle tercih ederim
1	2	3	4	5	6	7

1	2	3	4	5
Kesinlikle katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle katılıyorum
Böyle bir amirle/yöneticiyle beraber çalışmaya çok istekli olurdum.				
Böyle bir amirin/yöneticinin iyi bir lider olduğunu düşünürdüm.				
Böyle bir amir/yönetici bir lider olarak son derece etkilidir.				
Böyle bir amirin/yöneticinin yönetim şekli çalışanları (olumlu yönde) motive eder.				
Böyle bir amir/yönetici beni çalışma grubum için fedakârlıkta bulunma konusunda motive eder.				

BÖLÜM 3: DEMOGRAFİK BİLGİ FORMU

1. Cinsiyetiniz:

- Kadın
- Erkek

2. Yaşınız: _____

Aşağıdaki seçeneklerden size en uygun olanı işaretleyiniz.

Öğrenciyim

Çalışanım

3. Öğrenci iseniz:

- Okuduğunuz Üniversite: _____
- Bölümünüz : _____

4. Çalışıyor iseniz:

5. Şu anki görevinizde çalışma süreniz? ____ yıl ____ ay

6. Şu anda bağlı olduğunuz yöneticinizle birlikte çalışma süreniz? ____ yıl ____ ay

7. Toplam çalışma süreniz: ____ yıl ____ ay

8. Yöneticinizin Cinsiyeti:

- Kadın
- Erkek

9. Yöneticinizin Yaşı: _____

10. Çalıştığınız sektör:

Kamu

Özel

Sivil Toplum Kuruluşu (STK)

Diğer (lütfen açıklayınız)

11. Kurumunuzun faaliyet gösterdiği iş kolu:

Finans

Teknoloji

Hızlı Tüketim Malları

İnşaat ve Malzeme

Sağlık ve İlaç

Medya

Otomotiv

Tekstil

Metal

Eğitim

Dayanıklı Tüketim Malları

Diğer (Lütfen belirtiniz)

12. Çalıştığınız kurumdaki çalışma biçiminiz hangisidir?

Beyaz Yaka (Bedensel yerine zihinsel gücü ile maaş kazanan kişi)

Mavi Yaka (Daha çok bedensel gücü ile maaş kazanan kişi)

13. Şu anda çalıştığınız kurumda

Yöneticiyim

Yönetici değilim

14. Yönetici iseniz:

Üst düzey yöneticiyim

Orta düzey yöneticiyim

Şefim/ Amirim

15. Aşağıda sunulan seçeneklerden, şu an çalışmakta olduğunuz kurumdaki kadın-erkek oranını en iyi şekilde tanımlayanı belirtiniz (sizin kurumdaki cinsiyet dağılımını nasıl algıladığınıza göre):

neredeyse herkes erkek

erkeklerin oranı kadınlardan daha fazla

erkek ve kadın oranı yaklaşık olarak eşit

kadınların oranı erkeklerden daha fazla

neredeyse herkes kadın

16. İşiniz

Yarı Zamanlı (Part Time)

Tam Zamanlı (Full time)

17. En son aldığınız eğitim derecesi:

İlkokul

Ortaokul

Lise

İki yıllık yüksekokul

Üniversite (dört yıllık)

Yüksek lisans

Doktora

18. Annenizin en son aldığı eğitim derecesi:

- İlkokul
- Ortaokul
- Lise
- İki yıllık yüksekokul
- Üniversite (dört yıllık)
- Yüksek lisans
- Doktora

19. Babanızın en son aldığı eğitim derecesi:

- İlkokul
- Ortaokul
- Lise
- İki yıllık yüksekokul
- Üniversite (dört yıllık)
- Yüksek lisans
- Doktora